



FY 2013-2014  
**TWO-YEAR ADOPTED  
OPERATING BUDGETS**

Five-Year Capital Improvement Program  
FY 2013 - FY 2017



# Board of Supervisors

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*Berkeley District*

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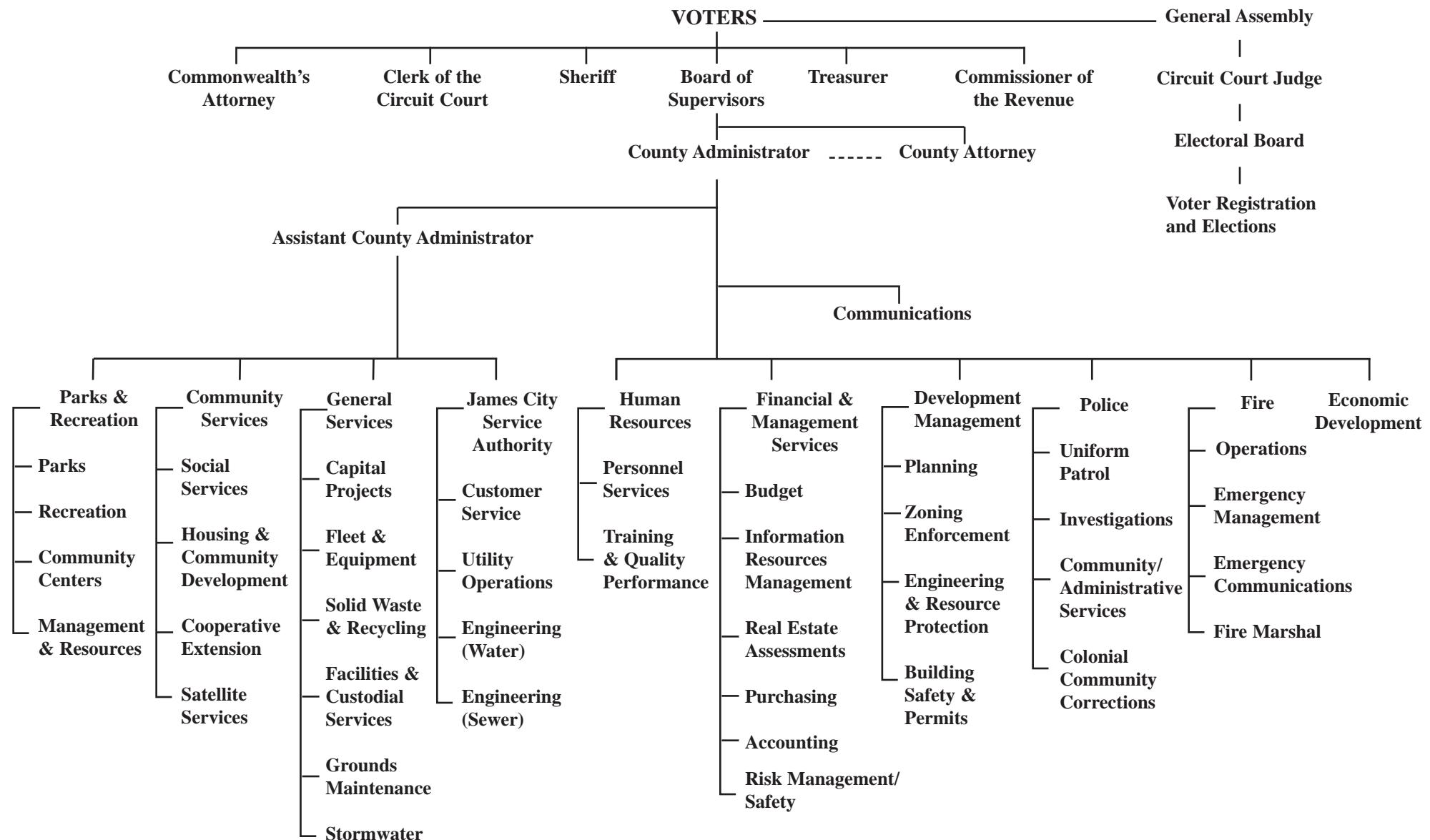
**Robert C. Middaugh**  
County Administrator

**Doug Powell**  
Assistant County Administrator

James City County operates under the traditional, or County Administrator, form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the Electoral District in which they live. The Chairman and Vice-Chairman of the Board are elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the County government. The County Administrator is appointed by, and serves at the pleasure of, the Board of Supervisors. As the Chief Executive Officer of the County, he is responsible for developing an annual budget and carrying out policies and laws which are re-reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the County.

# James City County Organization Chart

Effective 09/13/11



# STRATEGIC PLAN

## MISSION

WE WORK IN PARTNERSHIP WITH ALL CITIZENS TO ACHIEVE A QUALITY COMMUNITY.

## VALUES

### INTEGRITY

Earning confidence and respect by aligning our values, words and actions

### COLLABORATION

Making better decisions by building partnerships and sharing knowledge and resources

### EXCELLENCE

Providing outstanding customer service by striving to be the best in everything we do

### STEWARDSHIP

Improving our quality of life by safeguarding and enhancing the resources entrusted to us

## VISION

### WE ARE A HISTORIC PLACE

James City County recognizes its unique historic identity as the site of the first permanent English speaking colony in 1607, the first business enterprise, and the beginning of representative government in America. We are a community that preserves and protects its irreplaceable assets for current and future generations and for visitors from around the world.

### WE VALUE HEALTHY MINDS AND HEALTHY BODIES

James City County is a community that values and supports a high-performance education system for its children and adults as well as lifelong learning opportunities for all. We have easy access to a range of quality health care and a quality park and recreation system and leisure opportunities to promote wellness.

### WE HAVE A SPECIAL CHARACTER

James City County is known for its beauty as reflected in open spaces, vistas and the health of its ecosystems. We have a sense of community because there is a range of quality housing that is thoughtfully and logically placed and developed with sustainability in mind. Our community feels safe in its neighborhoods, which are attractive, pleasant and welcoming places to live. Business and industry add to our character and want to locate and grow here. We are economically strong with a stable tax base and meaningful jobs. We have a safe, efficient multimodal transportation network that is interconnected with the rest of Hampton Roads and Virginia.

### WE ARE A COMMUNITY OF CHOICE

James City County is the County of choice for people of many income levels, cultures and ethnicities.

### WE HAVE FIRST-CLASS GOVERNMENT

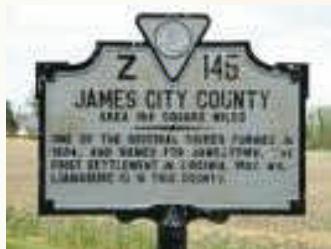
James City County Government focuses on the needs of the community by fostering citizen participation and involvement in local government. By maintaining a well-trained, professional and ethical staff, we continually strive to make James City County the best community to live, work and visit.



## VISION MEASURES

### VISION

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### MEASURE

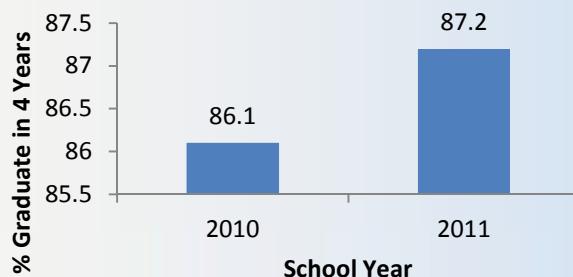
As you travel throughout Virginia, you will see 2,578 Historical Highway Markers commemorating significant sites. Here in James City County, two additional sites were recently approved which brings our current total to 28.



Source: [Virginia Department of Historic Resources](#)

One Virginia Department of Education success measure is “On Time Graduation Rate” – the percentage of students who begin ninth grade together and graduate in 4 years. W-JCC Schools improved from 2010 to 2011 and is above the overall State average of 86.6%.

### On Time HS Graduation Rate



Source: [Virginia Department of Education](#)



## VISION

### WE VALUE HEALTHY MINDS AND HEALTHY BODIES

We have easy access to a range of quality health care and a quality park and recreation system and leisure opportunities to promote wellness.



## MEASURE

James City County is among the best based on Health Outcomes Ranking. We are ranked 7<sup>th</sup> of 132 localities in Virginia, moving up from 11<sup>th</sup> in 2010. Virginia ranks 20<sup>th</sup> among the 50 states. Rankings are based on 23 measures such as: # of reported measles, pertussis, syphilis and hepatitis A cases and # of primary care physicians.

2010 – Ranked 11<sup>th</sup>  
2011 – Ranked 7<sup>th</sup>



Source: [University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation](#)

James City County is home to 18 parks and 5 swimming pools at 3 locations. There are 39 miles of walking/biking trails and more than 2,000 leisure programs for all ages which include sports, before and after school, swimming, creative arts and fitness.

### WE HAVE A SPECIAL CHARACTER

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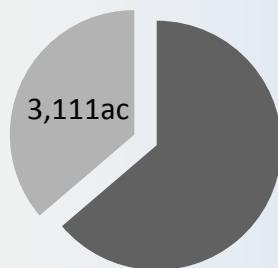


Approximately 36% of the County's 90,240ac is designated as open space including:

- Greenspace Parcels owned by County - 1,692ac
- Parks (Federal, State and County owned) - 5,661ac
- Purchase of Development Rights (PDR) - 397ac
- Easements (Greenway, Open Space, Conservation and Land Conservancy) - 3,943ac
- Resource Protection Areas (RPAs) - 21,418ac (not including water features)

Source: James City County GIS Mapping

### Land Acreage Designated as Open Space



As of May 2011, the Board has reviewed an additional 5,114ac for consideration, which – if acquired – increases to 37,784ac or 42% total land acreage designated as open space.



## VISION

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## MEASURE

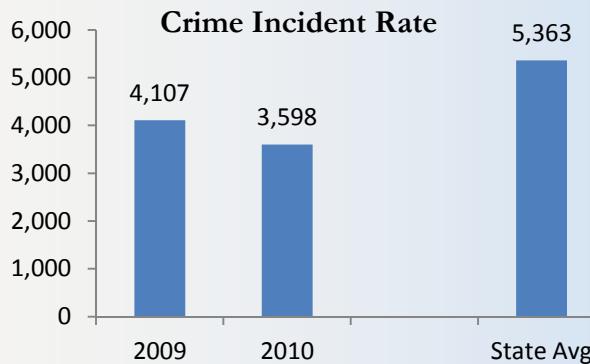
As listed below, we have a variety of single family homes including residential, agricultural and mobile homes on permanent foundation:

Assessed Value	#	%
Under \$75,000	219	1%
\$75,000-\$174,999	4,312	17%
\$175,000-\$274,999	7,734	30%
\$275,000-\$374,999	6,575	25%
\$375,000-\$474,999	3,322	13%
\$475,000-\$574,999	1,649	6%
Above \$575,000	2,149	8%
Total	25,960*	100%

\*Does not include condominiums

Source: James City County Real Estate Assessments

The 2010 crime incident rate per 100,000 population is below the state average. We've seen a decrease from 2009.



Source: [Uniform Crime Reporting Section, Department of State Police](#)

Average response time for EMS/Fire first arriving for all incidents is 5:43. Although up from 5:32 in FY2010, James City County's response time is better than the most recent NFPA Standards for Career and Volunteer Departments average of 6:00.

Source: James City County Fire Department



## VISION

### WE HAVE A SPECIAL CHARACTER

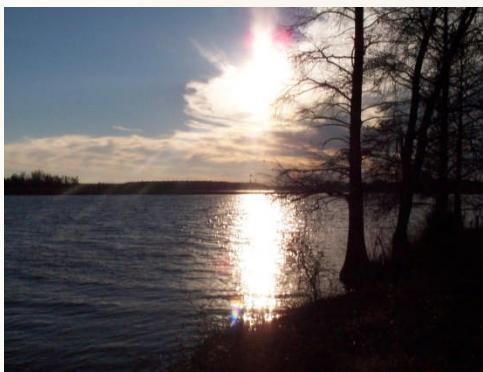
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## MEASURE

James City County's employment rate is higher than the state and national rate. For December 2011, the unemployment rate for people seeking work was:

### Unemployment Rates December 2011



Source: [U.S. Department of Labor](#)

James City County is a desirable place to live. In 2007, citizens participated in the ICMA National Citizen Survey. It was the first time administered and James City County ranked above the national benchmark:

- 85% rated the Overall Quality of Life as excellent or good
- 84% said they are likely to remain for next 5 years

Source: [ICMA National Citizen Survey \(2007\)](#)

The 2010 Census reports that James City County's median age is 44.9 years. 51.7% of the population is female and 48.3% is male. Average household size is 2.45 people and median household income is \$73,903. A majority of citizens reported their race as white:

Race alone or in combination with one or more other races	#	%
White	55,265	82.5
Black or African American	9,616	14.4
American Indian and Alaska Native	653	1.0
Asian	2,098	3.1
Native Hawaiian and Other Pacific Islander	133	0.2
Some Other Race	1,178	1.8

Source: [U.S. Census Bureau](#)



## VISION

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## MEASURE

James City County government is well-managed. The County's debt is rated Aa1, one notch below AAA by Moody's Investors Service. Both Standard & Poor's and Fitch's Ratings have rated the County's debt at AAA, the highest rating a bond can get.

Source: James City County Financial Management Services

When asked to rate overall impression of county employees in their most recent contact, 81% of citizens rated James City County staff as good or excellent, again above the national benchmark.

Source: [ICMA National Citizen Survey \(2007\)](#)



## **THE BUDGET - AN OVERVIEW**

### The Budget Process

The budgetary process at James City County involves intensive procedures and covers a time span of many months. The process conforms to Title 15.2 of the Code of Virginia.

November:      Reviews of the preliminary budget, revenue forecasts and comprehensive Strategic Management Plan or the basis of County Administrator's Budget Guidance. Capital budget forms released to departments and agencies.

December:      Budget preparation manual and calendar are distributed to departments.

Budget training sessions are held with departments explaining budget calendar and use of forms. Financial assumption data is distributed to departments as well as any financial constraints that must be employed.

Public Hearing	First April Meeting (preferred) or Second, if necessary
Work Sessions	Three dates chosen, after public hearing, prior to adoption.
Budget Adoption	Second April Meeting preferred, or first May meeting, if necessary

January:      Sponsors prepare and submit formal CIP proposals to both Financial and Management Services and the Planning Division.

Pre-budget Public Hearing.

Financial and Management Services completes mid-year Budget Review with County Administration.

Outside agency budget requests are due.

Departmental budgets submitted for review by Department of Financial and Management Services and County Administration.

Human Resource Department and Financial and Management Services complete review of position requests and review those requests with the County Administrator.

February:      Revenue forecasts are reviewed and calculation of School Board's contribution for the next fiscal year is reviewed.

School Superintendent presents a budget request to the School Board.

- March: School Board adopts its budget.
- Final decisions and adjustments by County Administration. Final Proposed Budget prepared with narratives and County Administrator's Message.
- Planning Commission presents CIP Budget to Board of Supervisors.
- April-May: Proposed Budget released to Board of Supervisors, Press and the Public.
- Work Sessions, Budget Public Hearing, Budget adoption and establishment of tax rates.
- May-June: Amendments to the Budget are made as needed prior to start of new fiscal year and are made based on updated information not previously available.
- July: Adopted Budget made available to the Public and Staff for the start of Budget year.
- September: Public hearing on real property tax rate based on actual July 1 land book.

#### Budgetary Basis

Budgets are prepared for all funds with the exception of Trust and Agency Funds. These funds account for money and property held in a fiduciary capacity for individuals or other government entities. These funds do not involve the measurement of results of operations as they are custodial in nature. In addition, there is no requirement to formulate budgets for these funds.

Budgets are prepared on the modified accrual basis of accounting as used for financial reporting purposes. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General and certain Special Revenue Funds. Encumbrances outstanding at year-end are reported as Reservation of Fund Balances since they do not constitute expenditures or liabilities. Unexpended appropriations lapse at the end of the fiscal year in the General, Debt Service, and those Special Revenue Funds with legally adopted annual operating budgets. Program and project budgets are utilized in the Capital Projects Budget and Community Development funds where appropriations remain open and carry over to the succeeding years.

#### Budget Amendment Process

The Budget may be amended in one of two ways as outlined by the Code of Virginia.

If the amendment would change total revenues (such as the acceptance of a grant), then the governing body must adopt an appropriation resolution to transfer funds from one appropriation group to another. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can take action.

The County Administrator is authorized to transfer funds between departments/offices within an appropriation group or between budget line items within a particular department/office.

## Organization of Budget

The financial transactions of the County are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report.

The County Budget includes all funds where financial transactions are recorded, with the exception of Trust and Agency Funds.

The following fund types are used by the County and the Budget Document includes the Capital Improvements Plan.

### Governmental Funds

- a) General Fund - The general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- b) Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Virginia Public Assistance  
Community Development  
Special Projects/Grants

- c) Capital Projects - Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds).
- d) Debt Service Fund - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### Proprietary Fund

The focus of Proprietary Fund measurement is the determination of net income. The Generally Accepted Accounting Principles are those applicable to similar businesses in the private sector. The County has no proprietary funds. Included within the Budget Document is the budget for the James City Service Authority since its legislative and executive oversight and management are substantially integrated with those of James City County. The Authority operates water and sewer utility systems in the County and is a distinct legal entity.

The Service Authority budget covers five major projects areas:

Water Fund  
Sewer Fund  
Operations/Administration Fund  
Capital Improvements Program (CIP)  
Debt Service

The General Fund of the County is divided into functional areas, such as Administration, Planning and Development, Public Safety, etc. Each department within a functional area has its own budget; for example, Police, Fire and Emergency Medical Services, within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

#### Directions, Performance, Measurement and Monitoring

The County Administrator imparts to the departments at the beginning of the Budget cycle the tone and the focus of the overall Budget. This information is based on guidance to him from the Board of Supervisors.

During the fall of each year each department develops individually their overall Objectives and Strategies to be attained during the coming year. These objects provide the basic operating direction for each department, and are linked to the County's Strategic Management Plan. This information is presented within each department's budget.

The Budget document does not provide information regarding performance or the measurement of performance per department. However, departmental objectives are monitored by County Administration by the use of work programs. In addition, each department establishes efficiency and effectiveness measures in regards to their operations. These measures are monitored by the Office of Training and Quality Performance and managed by County Administration.

The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget (Revenue-Expenditure). These reports are forwarded to County Administration and Departments for their analysis and management.

Budgetary control is maintained on a line-item basis.

Purchases of goods and services are generally accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to insure that an over-spent condition does not exist per Budget line item.

#### Relationship Between the Operating and Capital Budget

There are many features that distinguish James City County's Operating Budget from the Capital Budget. The Operating Budget includes expenditures that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the community. Year-to-year changes in the Operating Budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, the size of the County and the types and level of service that are provided. Resources for the Operating Budget generally come from taxes, user fees, and intergovernmental payments that typically recur from year to year.

The Capital Budget, on the other hand, includes one-time costs for projects that may last several

years. The projects result in major physical assets in the community. Wide fluctuations are expected in the Capital Budget from year to year depending on the phasing of projects. Resources for the Capital Budget generally come from bond sales, grants, other one-time sources and transfers from the Operating Budget.

In spite of these differences, the Operating and Capital Budgets are closely linked. The most obvious connection is that the Operating Budget assumes the cost of maintaining and operating new facilities that are built under the Capital Budget. In addition, a portion of the funding for capital projects are transfers from the Operating Fund.

In some cases operational needs drive the Capital Budget. A good example is the Radio System improvement, where the existing system can no longer be maintained and does not offer the capability and flexibility needed to serve citizens adequately.

The resources that support the Operating and Capital Budgets are also linked. Revenue generated in the Operating Fund is channeled to the Capital Budget by means of a transfer. The retirement of bonds issued for the construction of new schools will compete with the service requirements that are funded in the Operating Budget. The Capital Budget on its own does not generate any revenue. This means that some of the revenues that are generated and transferred to the Capital Budget are realized through property tax revenue. This relationship will impact the tax rate and the property taxes that the citizens of James City County will be required to pay.

In order to view the upcoming year's budget, it is important that County officials, employees and the citizens understand the linkage between these budgets.

### Financial Planning

The budget document provides the following information to the citizens of James City County:

- Reflects the fiscal policies of the Board of Supervisors (Introductory Section).
- Indicates and explains the flow of financial resources (Revenues - Section B).
- Outlines the operational focus of the County organization and the individual departments (Section C).
- Outlines the priorities and sources of funding for major capital projects (Section D).
- References historical and current financial information, including the financial condition of each fund in the beginning of the budget and at the end of the year (Section G).

All the components come together as part of a financial plan whose major criteria is:

- That the real estate tax increase be kept to a minimum.
- That resources other than general tax dollars are sought.
- That recommended Capital Projects relate to the Comprehensive and Strategic Management Plans and are prioritized based on available funding.
- That no new or enhanced program initiatives be implemented except those of the highest priority.
- That the school system, which is the largest component of the County's budget, be sufficiently funded.
- That ending fund balances are consistent with prior years and sufficient enough to provide for financial viability.
- That County employees' compensation be based on performance and be consistent with compensation plans within the County's labor market.

The above criteria of the financial planning process was formulated prior to the calculation of revenues and expenses. The adopted budget reflects concurrence with these financial planning criteria.

Overview13

## STATEMENT OF FISCAL GOALS

### General

1. To promote fiscal health of the County by encouraging a healthy diversified economy.
2. To establish minimally acceptable standards of quality for the County's various public services.
3. To take positive steps to improve productivity of County programs and employees.
4. To seek to eliminate duplicative functions within County government and semiautonomous agencies in the community.
5. At least every four years, to reassess services and service levels, utilizing service level standards of quality, seeking citizen advice and review in a zero-based budgeting process.

### Accounting

6. To use accounting procedures and principles established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP) and to annually apply to the Government Finance Officer's Association for its Certificate of Conformance in Financial Reporting.
7. To provide full disclosure in annual financial statements and bond representations.

### Capital Improvements

8. To establish capital improvements as public investments, designed to effectively provide the highest net present value, both financially and in the determination of service needs.
9. To seek to maximize the expenditures that support capital investments in the provision of direct services to meet and maintain minimum standards of quality.
10. To annually inventory capital facilities, estimate actual value, and estimate remaining useful life and replacement cost.
11. To establish for capital project requests an annual capital budget based upon the Capital Improvements Plan with "life cycle" costs including operating and maintenance coordinated with the operating budget.
12. To consider recommendations from the Planning Commission for a multiyear Capital Improvements Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements, considered based upon need and consistent with the adopted Comprehensive Plan.
13. To avoid capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service Area for residential growth.

14. To develop financing plans for the multiyear improvement program based upon a five-year forecast of revenues and expenditures with advice and counsel from the County's Financial Advisor on proposed capital financing needs.
15. To appropriate, at a minimum, 5% of the cost of major capital projects from recurring revenues.

#### Debt

16. To evaluate alternatives to financing on a pay-as-you-go basis, to include debt financing (pay-as-you-use) for needed services.
17. Outstanding debt of the County whether general obligation, lease revenue or subject to annual appropriation, shall not exceed 3% of the assessed valuation of real property. Outstanding debt of the County should target 7.5% or less and shall not exceed 9% of the County's total personal income in any year. Annual debt service spending should target 10% or less and shall not exceed 12% of total operating revenues, including revenues allocated to James City County for public education. The ten-year payout ratio for all County debt shall target a minimum of 55% of total principal outstanding and shall be no lower than 50% in any one year.
18. To use revenue or other self-supporting bonds instead of general obligation bonds.
19. To avoid long-term debt to finance current operations and short-term debt except for bond anticipation notes.
20. To avoid financing if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. To make a cash-flow analysis (disbursement, collection, and deposit) of all funds to ensure maximum cash availability. To produce monthly information concerning cash position and investment performance.
22. To pool cash, as permitted by law, from several different funds for investment purposes.
23. To review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. To annually forecast revenues and expenditures for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
25. To utilize workload measurements and performance ratings for all funds.
26. To maintain a budgeting control system that helps the County adhere to the budget, with monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. To provide for adequate maintenance of capital plant and equipment and develop from the fixed asset inventory records a capital asset replacement schedule.

28. To establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. To remain current in payments to the Virginia Retirement System and to pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. To review operating policies and procedures and facility master plans adopted by the Board of Supervisors in detail at least every three years with proposed revisions accompanied by a financial impact analysis.
31. To annually increase the proportion of expenditures providing direct services to total budgeted expenditures and to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. To finance recurring expenses from recurring revenue sources and to not develop a dependency, within the operating budget, on nonrecurring revenue sources.

#### Reserves

33. To keep the fund balance designated for Fiscal Liquidity at the end of the fiscal year, equal to no less than 8%, with a target of 12%, of the total operating budget (General Fund plus the County's share of the Component Unit Schools).
34. To establish a contingency reserve fund of two percent of the general fund operating budget to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected needs; and, 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions.
35. To maintain a ratio of cash on hand and short-term investments, divided by current liabilities, of at least 1:1.
36. To establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

#### Revenues

37. To maintain a stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
38. To attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.
39. To utilize State and Federal funds in pursuit of County goals and objectives, whenever possible.
40. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users with the

full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every three years.

41. To pursue an aggressive policy of collecting property taxes with the level of uncollected property taxes not exceeding 5% and the rate of delinquency not rising more than one year in a row.
42. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
43. To review and update all rates and fees at least every three years.
44. To maximize State and Federal entitlement revenues.

Economic Development

45. To have County staff provide an annual accounting of the net revenue impact from County supported economic development activities. Staff will provide the Board with a recommendation for the application of these revenues. The goal of the recommendation will be to minimize the future burden on the tax rate by providing a revenue stream toward future major capital projects.

Adopted by the Board of Supervisors of James City County, Virginia, this 14th day of November, 2000.

Amended by the Board of Supervisors of James City County, Virginia, this 11th day of July, 2006.

The aforementioned goals represent long-term "strategies" on the part of the Board of Supervisors. The implementation of these goals will be at the discretion of the Board as it applies to individual budget years.



**SECTION A**  
**COUNTY ADMINISTRATOR'S**  
**MESSAGE**

## **County Administrator's Budget Message**

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### **To: The Members of the Board of Supervisors**

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The fiscal year 2013/2014 biennial financial plan presented to you and the citizens of James City County is the outcome of many years of preparation and careful fiscal management. Beginning in FY2009, with the downturn in the economy, the County began reducing operating spending and reducing the size of its workforce. At the end of FY2011 and as part of the FY2012 budget, the County set aside funds to help mitigate the anticipated real estate tax revenue reductions and potential increases in mandated costs. All of this work has allowed me to present to you a budget that does not include a real estate tax increase and for most residential property owners, a decrease in their property taxes. With the drop in real estate values and no corresponding increase in real estate tax rate, a home that was valued at \$300,000 will pay \$131 less in real estate taxes.

When last year's budget was produced, I advised the Board of the challenges that the FY2013/FY2014 financial plan would face, including;

- An anticipated drop in real property values of three to five percent.
- Higher gasoline prices.
- Elimination of Federal stimulus funding, particularly for the School division.
- An increase in mandated costs.

In this context, after years of careful stewardship and reducing spending, even though revenues had increased in FY2012, I recommended that the County not spend all of its resources and set money aside to help deal with these challenges. These challenges have come to pass and this budget addresses each issue.

The FY2013 budget is \$165,650,000 or a 1.1 percent increase and the FY2014 plan increases to \$167,950,000 or a 1.4 percent increase. This budget includes:

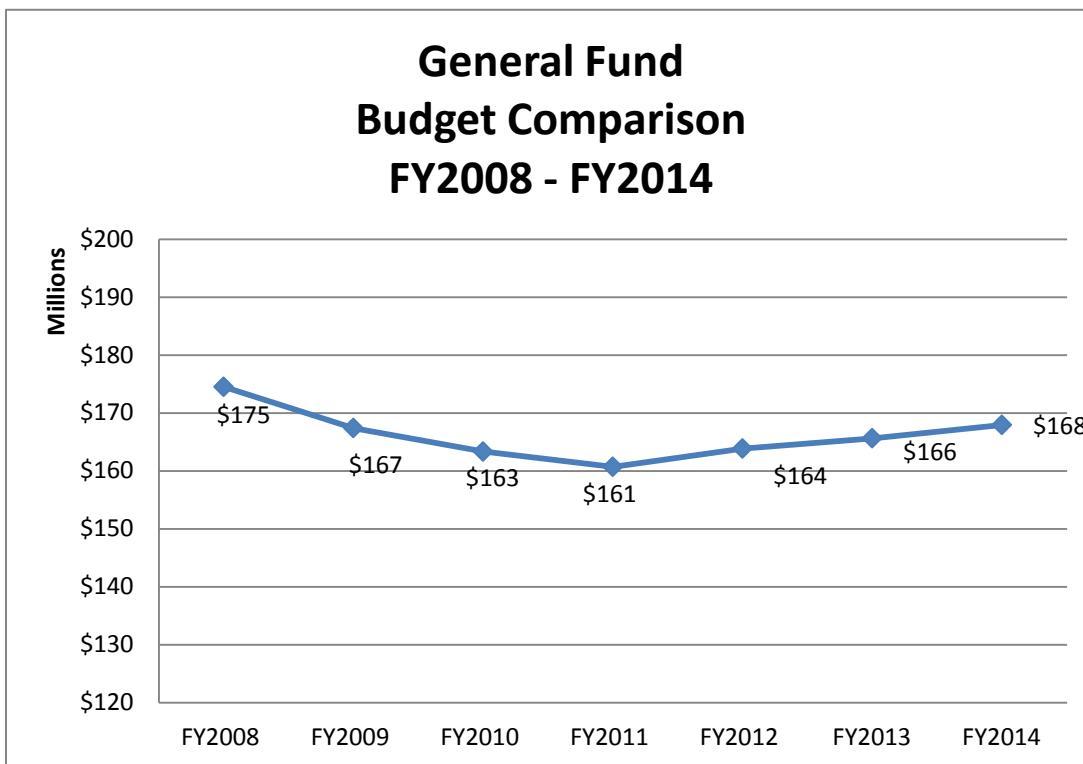
- A drop in residential real property values of 5.67 percent
- No increase in real estate tax rate
- Increase in operational costs, including gasoline prices
- Increase in Virginia Retirement System (VRS) mandated costs

### **Managing through difficult times**

The County's Strategic Plan, which was revised in 2011, has been further developed for this budget. In this past fiscal year, work has continued on the County's Strategic Plan by identifying measures for the County's vision statement. The Strategic Plan has been included in this budget document as the plan helps to define our funding priorities, determine how well the County manages through both good times and bad and how well the County fulfills its overall mission to achieve a quality community.

## County Administrator's Budget Message

Although these next two years will continue to be challenging, this budget is approached with increased optimism and continued careful fiscal management. Our economic indicators show that the worst seems to be behind us as FY2011 appears to be the low point on the economic crisis cycle. Since FY2011, budgets have increased slightly and begun to move the County forward. It is significant to note that the second year of the biennial budget will place spending about equal to FY2009.



The years of declining budgets have not come without some diminished County services, although County staff has worked hard to achieve excellence and minimize the direct impact on citizens. During the past five years, over 64 regular County positions have been eliminated, almost all by attrition. Although most departments are seeing increased workloads, in this budget, I have targeted a few specific areas to enhance funding so that service levels can be increased to address unsafe structures, improve safety and appearance through median and other grounds maintenance services and extend the life of our increased number of buildings through maintenance activities. Many other community needs exist that the County will endeavor to address in future years as our resources allow.

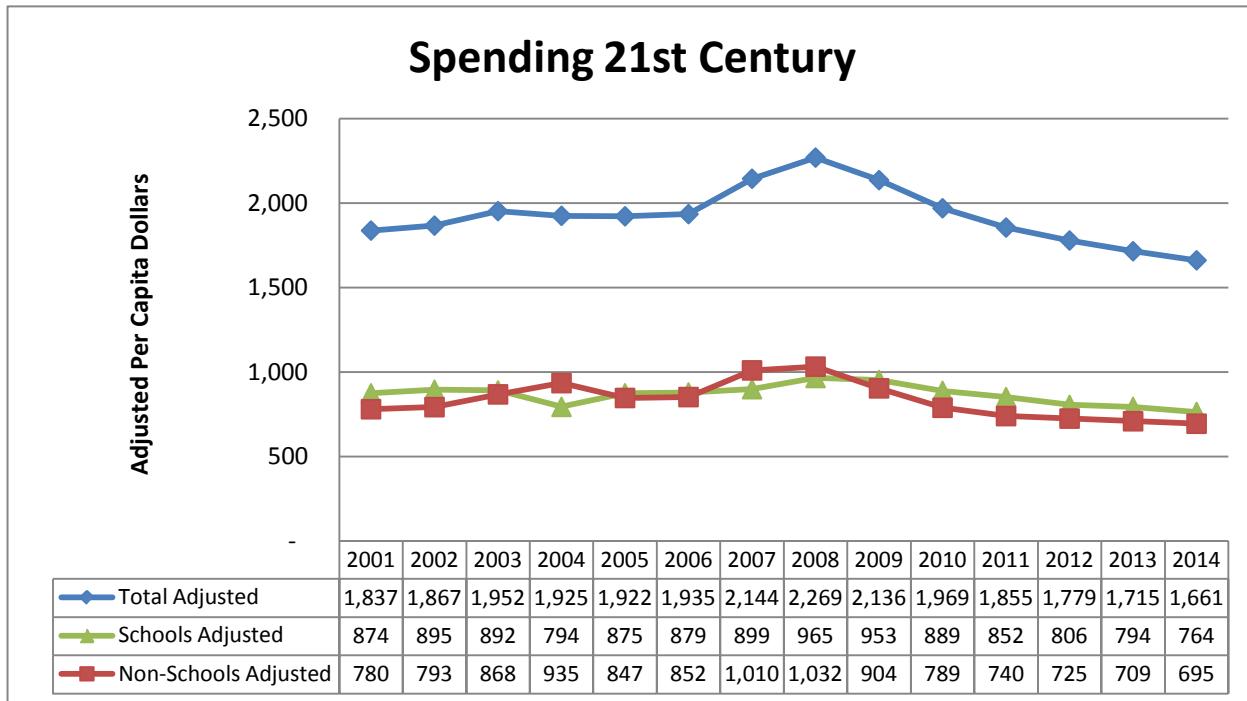
Two of the County's vision elements indicate we are and wish to continue to be a community of choice and that we value healthy minds and healthy bodies. One important component of these elements is our excellent school system. Over the past few years, local funding for WJCC Schools has not been severely impacted; however, this year the Schools were faced with lower Federal funding and higher mandated VRS costs---a direct result of years of State funding manipulations. The School division has faced this challenge with their own very credible and

## County Administrator's Budget Message

thorough budget deliberations and this budget proposal fully funds their request of increased local funding of \$2,439,505.

The County's residential population has grown from an estimated 61,700 in FY2008 to over 67,000 according to the recent 2010 census. James City County was the fifth fastest growing Virginia locality since the 2000 census, with population increases averaging about 3.32 percent per year.

Even though the FY2013 budget increases 1.1 percent, spending when adjusted for inflation decreases 3.6 percent. The bulk of the reductions in spending that have occurred since the economic crisis began in FY2008 have taken place in areas other than education with non school spending decreasing 31.3 percent between FY2008 and FY2013. Overall per capita spending is lower than it has been this century.



## GENERAL FUND

### Revenues

FY2013 includes the results of the biennium general reassessment of real estate and no proposed real estate tax increase. Residential real estate values have declined by about 5.67 percent. New development helped offset this decline, but overall real estate revenues declined 3.4 percent. This decline was expected, but other revenue streams have been higher than expected creating an overall General fund revenue increase of 1.1 percent. **Personal Property taxes** have increased due to higher than expected valuations as new vehicles have replaced older, less valuable ones.

## County Administrator's Budget Message

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**Machinery and Tools** tax revenues also have increased, the result of County manufacturers investing in expansions and new equipment.

Consumer spending, as reflected in **Sales, Meals and Lodging taxes** paid by both residents and visitors, increases over the FY2012 budget by 8.4 percent or \$1.325 million. This amount, although increased a good deal over the FY2012 amount, is still conservative as the LPGA will return to James City County with two tournaments in FY2013 and the Williamsburg Pottery Factory will be back in operation for a full year. A new roller coaster and expanded Christmas Town at Busch Gardens should also help further increase these revenue streams. Conservative FY2012 forecasts for **Business, Professional and Occupational Licenses** have resulted in a 14 percent increase in the FY2013 budgeted amount in the **Licenses, Permits and Fees** category as well.

**State revenues** increase slightly, mostly from the pass-through of the one-penny sales tax for education. The **State Sales Tax for Education** is one penny of the State wide five-cent sales tax distributed to the localities in proportion to the number of school age children. The increase for the County represents both the growth in retail sales Statewide and a higher census of school-age children. This increase in revenue will be passed on to the School division for operations.

I have included a few new revenue proposals in this budget. The first is to add resources to the Treasurer's Office in order to increase delinquent tax collections. With their new software system, greater opportunities exist to collect more delinquent revenues. By adding another staff person, the Treasurer estimates that an additional \$319,000 in revenues can be collected annually. The net revenue after personnel costs associated with an additional staff person is in excess of \$250,000.

Also included in this budget proposal is an increase to the ALS/BLS fees. These recommended fees will keep the County in line with insurance allowable costs and with other neighboring jurisdiction proposals, particularly the City of Williamsburg. The County and City transport each other's citizens often and a matching fee structure keeps expectations the same and reduces confusion. These increased fees will be included in the County's contribution to the Capital budget and used to fund a replacement medic unit. The rates are proposed as follows:

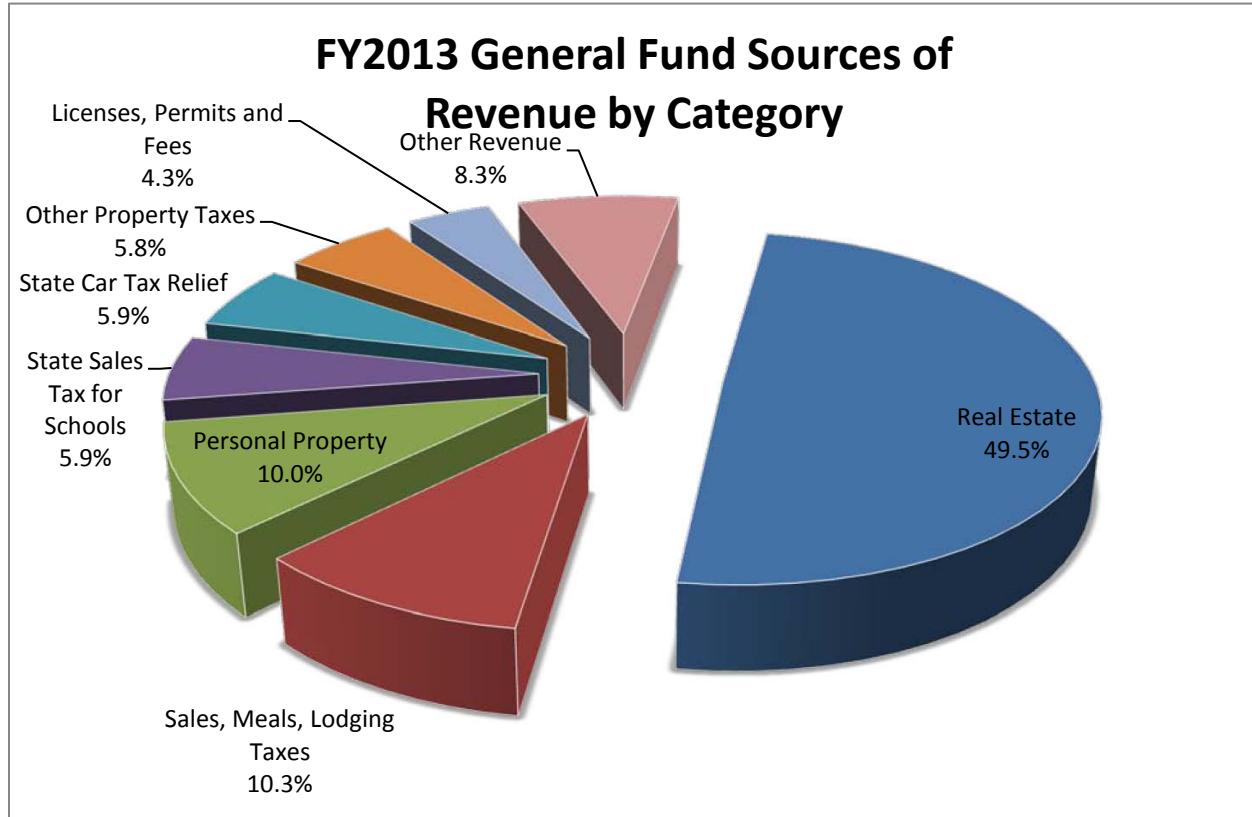
	FY2012 Adopted	FY2013 Proposed
BLS	\$375	\$450
ALS 1	\$475	\$550
ALS 2	\$575	\$800
Mileage	\$8.25	\$ 10

I have also included a new fee for Residential House Checks. Currently the Police Department checks homes for citizens while they are on vacation free of charge. A modest \$50 fee is proposed that is anticipated to generate about \$20,000.

## County Administrator's Budget Message

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	<b>FY2012 Adopted</b>	<b>FY2013 Proposed</b>	<b>Share of FY2013 Budget</b>	<b>% Change from FY2012</b>
Real Estate	\$ 84,786,304	\$ 81,925,000	49.5%	-3%
Sales, Meals, Lodging Taxes	\$ 15,700,000	\$ 17,025,000	10.3%	8%
Personal Property	\$ 15,331,816	\$ 16,560,000	10.0%	8%
State Sales Tax for Schools	\$ 9,350,000	\$ 9,822,908	5.9%	5%
State Car Tax Relief	\$ 9,770,137	\$ 9,770,137	5.9%	0%
Other Property Taxes	\$ 8,797,500	\$ 9,635,000	5.8%	10%
Licenses, Permits and Fees	\$ 6,377,000	\$ 7,245,000	4.3%	14%
Other Revenue	\$ 13,760,207	\$ 13,666,955	8.3%	-1%
	<b>\$ 163,872,964</b>	<b>\$ 165,650,000</b>	100.0%	1%



## County Administrator's Budget Message

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### **Personnel and Compensation**

Personnel costs account for the majority of the increase to the County Operating expenses. Of the \$1.9 million increase in personnel costs, approximately 70 percent of the increase is associated with increases related to Virginia Retirement System (VRS) costs. Most of these costs are mandated by the State and have increased due to poor investment performance over the past few years and a changing investment return projection.

Currently County employees are covered under two different VRS plans. Last fiscal year, all employees who joined VRS after July 1, 2010, began paying the 5 percent employee rate and the County granted an offsetting 5.7 percent raise to keep those employees' net pay whole. At the time that this message is released, the Virginia General Assembly had passed a bill that requires all employees to pay the 5 percent employee rate. In order to maintain consistency, this budget proposes to provide the same offsetting 5.7 percent raise for our longer-term employees. The Governor may give localities the option of phasing in this change; however, I will still propose that the change be done all at once. This recommendation will save the County an enormous amount of confusion associated with a phase in and will make the County recruitment and retention efforts more effective, especially in our public safety departments. Even though the shift to employees paying the 5 percent is a long-term cost saving strategy, its initial implementation has a cost and once done, all employees will be treated equally.

Also included in the compensation proposals are salary adjustments for employees who complete the requirements to advance along a career ladder, such as Police Officer I to Police Officer II, and equity adjustments to fewer than 15 positions which have changed significantly or are significantly behind the market.

Overall, the County General Fund does not increase positions even though several new positions are included. Three full-time positions have been eliminated; a Planner, an Engineer, and a Recreation Operations Coordinator. In addition, two positions, previously counted in the Cooperative Extension Service have now begun to be paid directly by Virginia Tech and have been eliminated from the County's position count. A part-time Custodian is eliminated as the function has been added to the County's contract with the School division under shared services.

A new Senior Facilities Specialist position with its associated equipment is proposed to help maintain County facilities. In FY2012, facility space has increased 13.6 percent to 530,643 square feet. Some contracting services have been eliminated to help offset the cost of the position. Temporary hours in the Fire Department are also proposed to change to a part-time position to help with recruitment and retention.

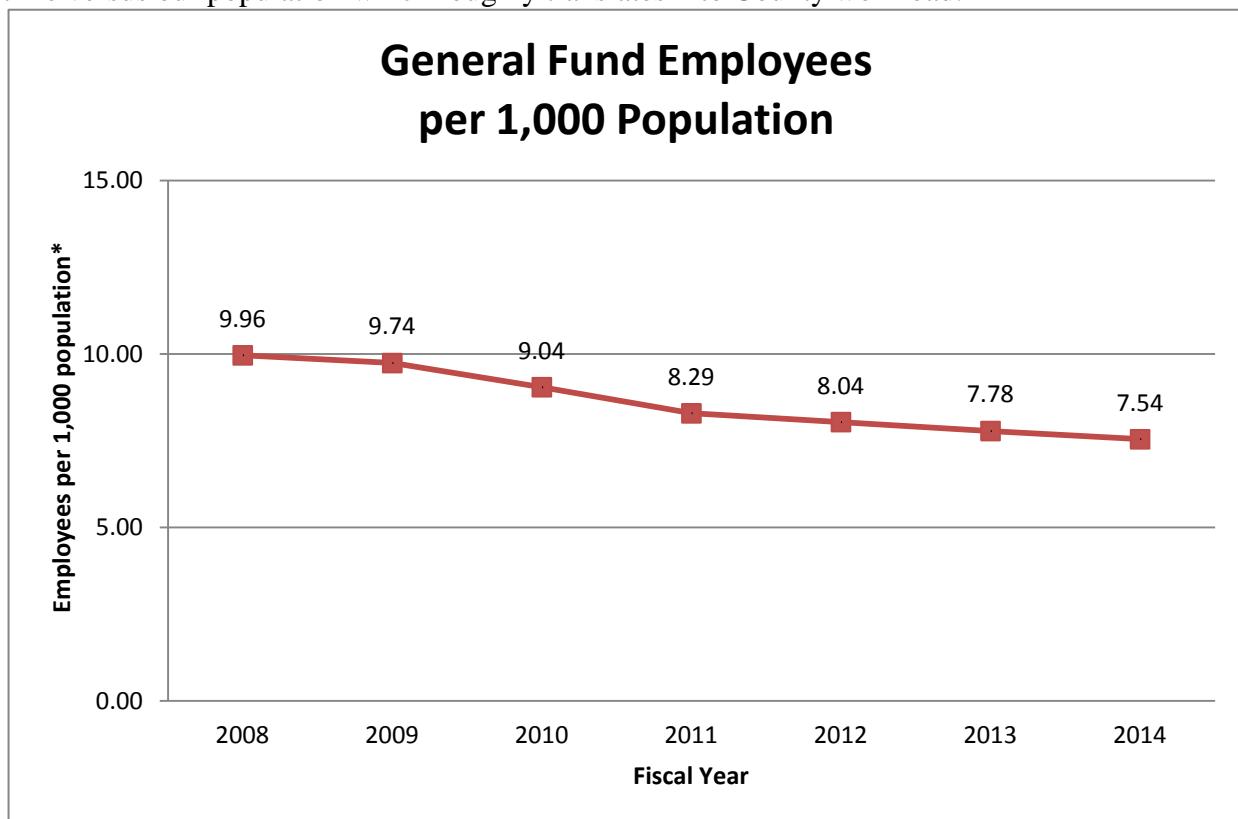
Four full-time positions are proposed to be added to enhance services as a result of the proposal to increase delinquent revenues in the Treasurer's office:

- A position in the Treasurer's office that will be responsible for generating extra delinquent collections;

## County Administrator's Budget Message

- A Geographic Information Systems Analyst position to help maintain basic layers of the GIS system. Two positions have been eliminated since 2009 and the basic layers are not updated timely. The workload is such that it requires more than the one position that is currently in that office. The GIS system is a popular community tool and is heavily used by our County departments.
- Two grounds personnel to augment the current two-man crew responsible for the County's 60 stormwater management facilities, 47 miles of trails, and 27 miles of sidewalks. The positions are needed to fully maintain the stormwater management facilities as required by the State MS4 permits. This will be an important factor when the County has to renew its MS4 permit in 2014.

These position changes have made little impact on the increase to the total personnel budget for County operations. The County has continued to be very efficient as there are 7.78 full-time General Fund positions per 1,000 residents in the FY2013 budget, a significant reduction from the 9.96 positions per 1,000 in FY2008. This is a useful indicator to track our workforce over time versus our population which roughly translates into County workload.



\*Population data obtained from Population Estimates provided by Weldon Cooper Center for Public Service as updated on February 14, 2011 for 2008-2009, 2010 Census, and Population Estimates provided by Weldon Cooper Center for Public Service as updated on July 1, 2011 for 2011. Estimates for 2012-2014 were obtained from the Planning Division and are based on the average annual 3.32 percent change from 2001 to 2011.

**Health insurance** renewals have resulted in an average 8.8 percent increase for the three plans now offered County employees. Since employees have not had a salary increase since FY2009,

## **County Administrator's Budget Message**

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this budget proposes to absorb the majority of these health insurance increases. Employees will see cost increases through changes in some co-pays. For the first year in many years, **worker's compensation** costs have also increased. Over the past few years, our workers compensation claims frequency has been low compared to industry standards, however, this past year the County has experienced several expensive claims that caused the rating factor to go up. The rating factor should reduce in future years as the high cost year comes off the rating.

### **Non Personnel-Related County Operating Expenditures**

In recent years the County has placed a higher emphasis on measures to reduce energy consumption in our buildings and fuel consumption in our fleet. Many existing buildings have received upgrades to lighting, heating and air conditioning, and building controls that have contributed to a reduction of over 25 percent in electricity use per square foot. All new County buildings conform to the Board adopted Sustainable Building Policy which requires a minimum of LEED Silver Certification for new projects. To date three buildings are LEED Certified. New fleet procurement and operations practices are emphasizing increased fuel economy.

All these measures decrease our impact on the environment and have mitigated increases in energy and fuel costs. Due to higher unleaded and diesel gasoline rates, higher costs for motor fuels are anticipated and account for 43 percent of the increase in operating expenditures.

Renovations to Building D in the County complex and at the old Law Enforcement Center allow the Office of Economic Development and Fire Administration to leave rented space. The County will save over \$100,000 in rental payments and in both instances; the new spaces are more energy efficient.

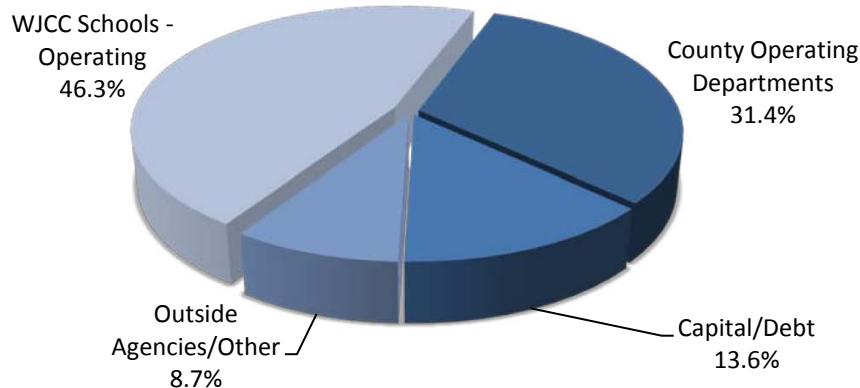
In keeping with the County's vision element that we have a special character, which our community wants the County to maintain, the County passed an ordinance to address unsafe structures. In order to properly implement this measure, I have proposed \$40,000 in the Building Safety and Permits Division to secure or demolish unsafe structures. I have also proposed allocating \$50,000 to the Office of Housing and Community Development to assist any citizens living within those structures.

I have also proposed adding \$45,000 to allow for the outsourcing of grounds maintenance at some County sites which will allow the County to redeploy existing staff to the maintenance of medians to improve their appearance. The focus will be on high travel corridors that will also boost the community image for tourism purposes.

## County Administrator's Budget Message

	FY2012 Adopted	FY2013 Proposed	Share of FY2013 Budget	% Change from FY2012
County Operating Departments	\$ 49,986,724	\$ 52,120,061	31.4%	4.3%
Capital/Debt	\$ 24,643,000	\$ 22,450,000	13.6%	-8.9%
Outside Agencies/Other	\$ 14,993,240	\$ 14,390,434	8.7%	-4.0%
WJCC Schools - Operating	\$ 74,250,000	\$ 76,689,505	46.3%	3.3%
	<b>\$ 163,872,964</b>	<b>\$ 165,650,000</b>	<b>100.0%</b>	<b>1.1%</b>

### FY2013 General Fund Spending by Category



### Education

The County's educational system plays an important role in the County achieving its vision for our community to have healthy minds and healthy bodies. The School Board has faced a difficult budget year with State mandated increases in VRS, very small increases in State funding and the end of Federal Stimulus funding. The School division presented a budget based on priorities and I am happy that even with the reduction in real estate revenues this budget includes an additional \$2,439,505 contribution of County funds to the operations of the Williamsburg-James City County Schools. This recommendation fully funds the School Board's request.

### Outside Agencies

Funding requests from outside agencies are critically reviewed by a variety of staff. In each assessment, the County determines if our funds are appropriately used and if the service received continues to be a benefit to the community.

## **County Administrator's Budget Message**

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**Community Service Agencies** like Avalon and Williamsburg Meals on Wheels work in collaboration with the County to provide safety net services for the County's neediest citizens. Most agencies are level funded in FY2013. Changes this year include the shifting of funding for Housing Partnerships, Inc. into the Community Development Fund as a more appropriate budget home and an increase in funding to the Historic Triangle Community Services Center to reflect matching funds for a grant that will be used for HVAC repairs. An allocation of \$5,000 has been made for the first time to the Grove Christian Outreach Center for an Emergency Financial Assistance program.

**Business and Regional Associations** are important partners; however, slight decreases in funding have been allocated in addition to the elimination of the County's membership in the Peninsula Chamber of Commerce.

**Educational and Environmental** agency requests include an increased funding level for site improvements at the Hampton campus of Thomas Nelson Community College, although this still does not fully fund their request to provide funds to set aside for future projects.

**Public Safety Agency** budget requests continue with level funding to the James City-Bruton Volunteer Fire Department. With the County replacing Fire Station 1, the Volunteer Fire Capital Campaign contribution has been eliminated. I have also eliminated the contribution to the Med Flight program, as the County does not utilize it. Contributions to the After School Prom events have been eliminated as this is more appropriately funded through private donations. At this time, I am deferring a funding recommendation for the James City Volunteer Rescue Squad until their reorganization is complete and their planned audit has been performed so that their actual need is clearly determined.

The **Health Services and Regional Entities** category includes agencies that receive relatively significant levels of County funding, such as Olde Towne Medical Center, Williamsburg Regional Library (WRL), Virginia Peninsula Regional Jail, Merrimac Center, Colonial Behavioral Health, and the Peninsula Public Health Department. Many of these agencies are allocated increased funding as they are also faced with increased VRS mandates.

### **CAPITAL PROJECTS FUND**

The Capital Projects Fund includes both a one-year FY2013 **Capital Budget** and a five-year **Capital Improvement Plan**. The Capital Budget for FY2013 totals \$25,558,900 with a majority of the spending on HVAC projects for the Schools and the replacement of Fire Station No 1 in Toano. Working together with our Volunteer Fire organization, structural flaws were identified in the structure coupled with the need to modernize and enlarge the existing fire station. This budget proposes to make this replacement the highest priority. These projects are proposed to be funded by debt financing programmed at \$20,000,000. The remaining Capital Budget is financed with cash from ongoing revenues and anticipated year end General Fund balance. This allows the County to return to funding some projects with pay as you go funding. In FY2013 almost 22 percent of funding for projects will be funded with cash allocations.

## **County Administrator's Budget Message**

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In addition to the School HVAC projects, funding is also included for Technology Improvements, other maintenance projects and a Toano Middle School refurbishment and parking lot expansion.

Other Public Safety projects include the replacement of two fire pumper units and the replacement of Medic Unit 42. The replacement of the medic unit is funded by the transfer from the general fund which includes the increased ALS/BLS fees.

Other Capital Maintenance items include replacement of large equipment and Stormwater projects that were ranked highly by both the Stormwater Program Advisory Committee and the Planning Commission. Funding is also provided to replace the current billing and collection software for the Treasurer and Commissioner of the Revenue. Funds previously slated for a new Warhill Gymnasium have been reallocated to other Parks and Recreation projects, mostly for capital maintenance issues. There is one new project proposed – a seasonal synthetic ice rink at New Town near Legacy Hall that will be operated during the winter holiday season and provide a new activity for residents and visitors. This rink will help enhance activity in the County during the Christmas Town promotion.

The **Capital Improvement Plan** totals \$60,665,700 and focuses on maintenance projects over the next five years. In the FY2014-FY2017 portion of the plan, over 66 percent of the program is planned to be financed through pay-as-you-go funding with a planned borrowing in FY2015 for a General Services Operations building and other facility improvements. One significant project not included is a request to fund a permanent classroom addition at Berkeley Middle School. Pending a community discussion and conclusion about the optimum size of both middle and high schools, this project is not now recommended. The City of Williamsburg has granted permits for a temporary solution, the installation of mobile classrooms, and the School Board still has the option to re-examine the use of current space and to refine attendance zones to deal with current overcrowding. Also not finalized is a proposal to add middle school capacity and/or alternative space for the School Central Office in FY2017.

### **OTHER FUNDS**

The County operates separate funds for those public services that do not depend on local tax money – the major revenue sources are Federal and State or user fees for specific services, like water and wastewater.

The **Department of Social Services** (DSS) continues to provide a safety net for basic community services to County residents and with the recent economic conditions, the number of clients has expanded significantly. The overall budget decreases 12.5 percent as child day care payments to vendors will be made directly from the Virginia Department of Social Services and will no longer be included in local allocations. Although the payment process will change, the local department will still be responsible for all other administrative requirements of the program including eligibility determination, authorization of payments and monitoring of all cases.

**Special Projects** is the fund used to account for one-time non-capital projects, grant-funded projects or major program spending like the Comprehensive Services Act (CSA). The State

## **County Administrator's Budget Message**

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provides a Local Emergency Management Planning Grant which will be used to fund a new part time Emergency Management Planner position to update the increasing number of Federal and State mandated Emergency Management plans and continue technology updates to the County's Emergency Operations Center.

**Housing and Community Development** is actively involved in Community Development Block Grant programs in low-income areas and provides housing assistance under Federal programs such as Section 8. The County's contribution includes a \$60,000 allocation to Housing Partnerships, Inc. (HPI) as the Office of Housing and Community Development will continue work with HPI to target these dollars to James City County homes in need. The County's contribution also includes an allocation of \$50,000 targeted to assist residents in unsafe structures. A Federal grant has not been renewed and the staff position associated with it has been eliminated.

**Colonial Community Corrections** operates community-based probation and pre-trial services for six localities. The County's contribution in FY2013 is the same as the amount contributed in FY2012 with a slight increase in FY2014. One position has been eliminated related to a grant that has not been renewed by the Federal Government.

The **Tourism Investment Fund** was created in FY2012 and this budget has been restated to show all room tax revenues that are devoted to tourism. The purpose of the fund is to make investments in venues, sponsor special events, and develop beautification projects, regional marketing initiatives, and other programs and projects that would work to attract visitors to the County. Funding comes from two sources, 60 percent of the revenues collected by the County's 5 percent lodging tax and 100 percent of a special assessment of \$2 per lodging night (directed by law to the Williamsburg Area Destination Marketing Committee). Increased funding is allocated to the Jamestown Yorktown Foundation for a special exhibition at the Jamestown Settlement, one of the County's venues that showcase James City County as a historic place. Funding is allocated to continue the successful marketing campaign for the Christmas Town Promotion at Busch Gardens. FY2013 will see the return of the LPGA to the Kingsmill resort with tournaments both in the fall of 2012 and the spring of 2013 and funding has been allocated to help support these events.

### **JAMES CITY SERVICE AUTHORITY**

The James City Service Authority (JCSA) acts as the County's water and sewer utility and provides these services in parts of the County. The JCSA is financed entirely by user fees and receives no tax money from James City County. Beyond the normal operations of a utility, the JCSA capital budget targets additional engineering and construction costs related to requirements of the Federal Environmental Protection Agency and State Department of Environmental Quality for mandated sewer system improvements. These mandated services, under a consent order, cover all of Hampton Roads and impact every community. They require the JCSA to increase sewer rates to cover these services. Rate increases are spread out over the next few years to lessen the impact on customers.

## **County Administrator's Budget Message**

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The FY2013 Operating Budget for the JCSA increases 8.2 percent from the adopted FY2012 budget, an increase funded mostly by a sewer rate increase of 15 percent to a flat rate of \$3.22 per 1,000 gallons. Spending is primarily focused on JCSA's consent order, the unfunded mandate created by the Federal Environmental Protection Agency and the State Department of Environmental Quality.

The FY2013 JCSA Capital Budget totals \$4,066,360 and is funded by facility charges provided by new connections and a transfer of funds from the sewer rate increase. A replacement pump and haul truck and other replacement equipment are funded in the Capital Budget and the remaining funding allocations are dominated by the consent order requirements.

The FY2014 JCSA budget increases 2.8 percent, funded primarily by a planned 5 percent sewer rate increase to cover consent order spending.

### **DEBT SERVICE**

Last fiscal year, additional dollars were allocated to the Debt Service Fund to allow the fund balance to act as a shock absorber for this two-year biennium. This allowed the contribution to Debt Service in FY2013 to decrease by \$2,375,000. Even with this reduction of ongoing general fund dollars, the five year plan for Debt Service looks very similar to previous years of planning. The contribution to Debt Service will increase slightly in FY2014, with ongoing increases in years 2015-2017.

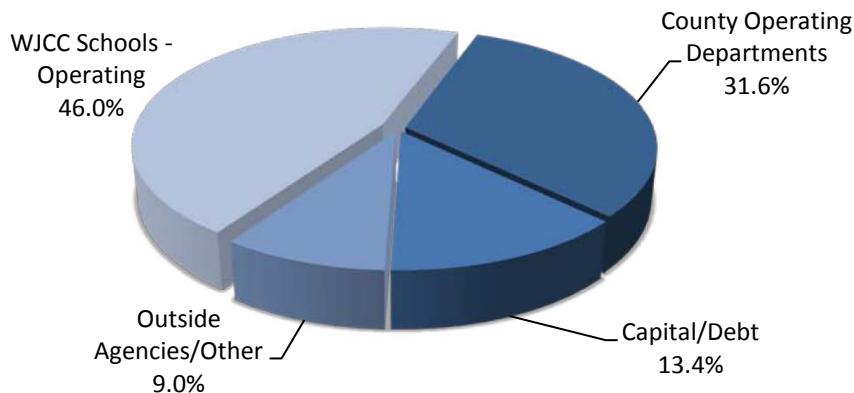
## County Administrator's Budget Message

### FY2014 Plan

Fiscal Year 2014 plans for a modest increase in revenues. The spending plan includes one administrative support position for the Police Department and an increase in health care costs. Similar to FY2012, I have not allocated all anticipated resources, as a priority for FY2014 will be to program a salary increase for County employees. I have set aside \$700,000 in order to begin to address this issue. A very modest increase is planned for the School division as larger increases are expected in City and State funding.

	FY2013 Proposed	FY2014 Proposed	Share of FY2014 Budget	% Change from FY2013
County Operating Departments	\$ 52,130,314	\$ 53,095,542	31.6%	1.9%
Capital/Debt	\$ 22,450,000	\$ 22,500,000	13.4%	0.2%
Outside Agencies/Other	\$ 14,380,181	\$ 15,128,401	9.0%	5.1%
WJCC Schools - Operating	\$ 76,689,505	\$ 77,226,057	46.0%	0.7%
	<b>\$ 165,650,000</b>	<b>\$ 167,950,000</b>	<b>100.0%</b>	<b>1.4%</b>

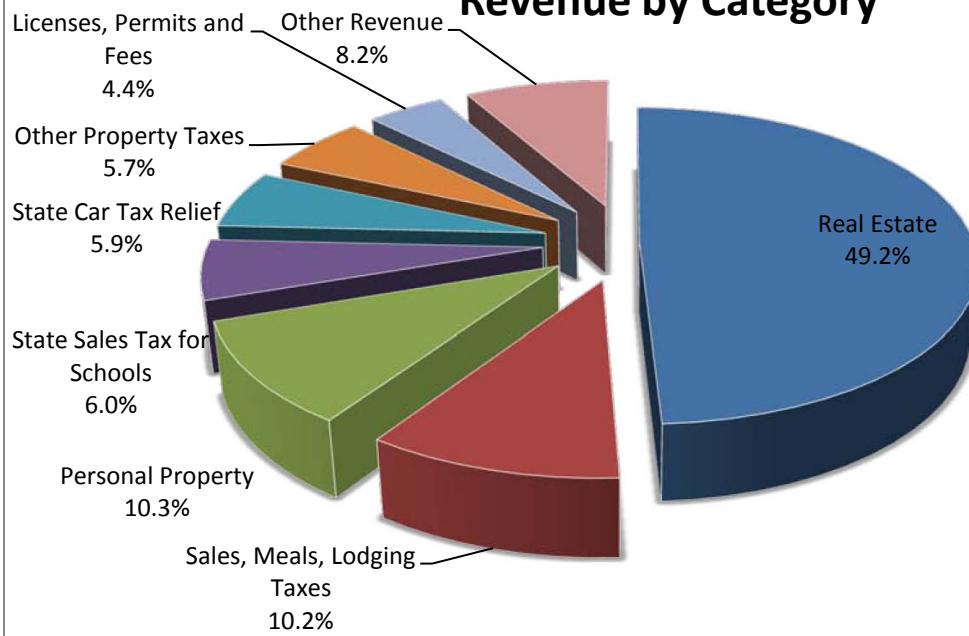
### FY2014 General Fund Spending by Category



## County Administrator's Budget Message

	<b>FY2013 Proposed</b>	<b>FY2014 Proposed</b>	<b>Share of FY2014 Budget</b>	<b>% Change from FY2013</b>
Real Estate	\$ 81,925,000	\$ 82,675,000	49.2%	1%
Sales, Meals, Lodging Taxes	\$ 17,025,000	\$ 17,225,000	10.3%	1%
Personal Property	\$ 16,560,000	\$ 17,335,000	10.3%	5%
State Sales Tax for Schools	\$ 9,822,908	\$ 10,159,460	6.0%	3%
State Car Tax Relief	\$ 9,770,137	\$ 9,770,137	5.9%	0%
Other Property Taxes	\$ 9,635,000	\$ 9,635,000	5.7%	0%
Licenses, Permits and Fees	\$ 7,245,000	\$ 7,413,000	4.4%	2%
Other Revenue	\$ 13,666,955	\$ 13,737,403	8.2%	1%
	<b>\$ 165,650,000</b>	<b>\$ 167,950,000</b>	<b>100.0%</b>	<b>1%</b>

### FY2014 General Fund Sources of Revenue by Category



## SUMMARY

I believe that the County has both weathered and managed the worst of the economic storm. This could not have been accomplished without the Board's leadership and County's outstanding employees carrying out the County's mission. The County has worked together with many partners in the community to achieve quality solutions to challenges in these difficult financial times, such as the James City-Bruton Volunteer Fire Department in regards to Station 1 and the School division in their challenging budget deliberations. Our strategic plan guides us to our future helping us to set priorities and meet the Board's and the community's expectations.

## **County Administrator's Budget Message**

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The County will continue to have challenges in the future and as a first-class government, and it will continue to tackle maintenance issues, prepare for more unfunded mandates, particularly related to road maintenance and Stormwater requirements, and respond to the needs of this community as it grows.

I believe that this budget proposal not only addresses the County's immediate concerns but also positions the County for the future.

Respectively submitted,

Robert C. Middaugh  
County Administrator

## **County Administrator's Budget Message**

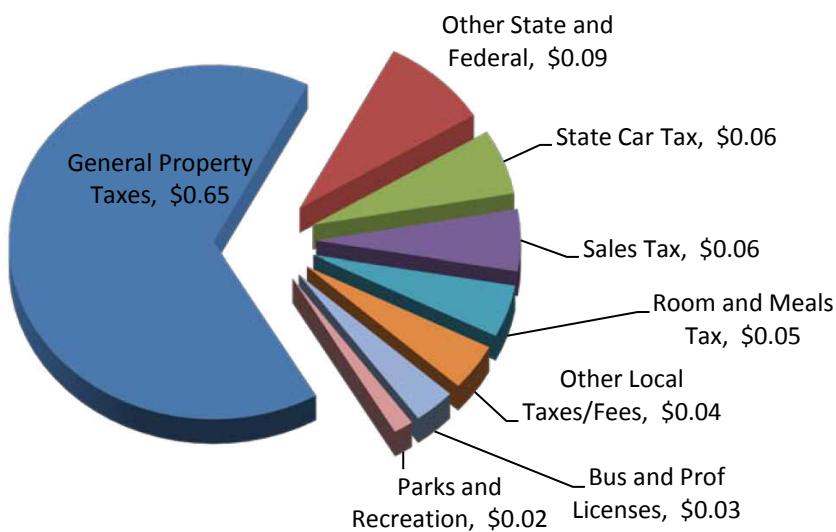
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### Changes from the Proposed to Adopted FY2013 Budget

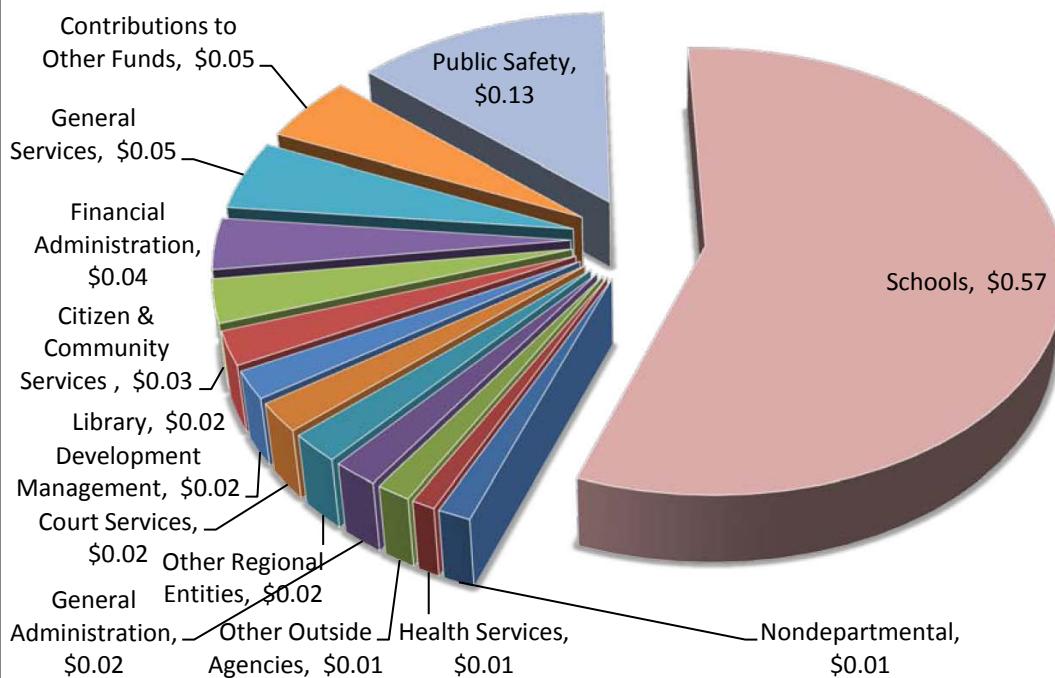
- A decrease of \$8,518 to Contributions to Other Outside Agencies for Hampton Roads Planning District Commission funding.
- A decrease of \$4,736 to Contributions to Other Outside Agencies for Hampton Roads Partnership funding.
- An increase of \$600 to Contributions to Other Outside Agencies for High School After Prom Events funding.
- An increase of \$15,000 to Contributions to Other Outside Agencies for JCC Volunteer Rescue Squad funding.
- An increase of \$7,823 in expenditures to reflect a salary calculation adjustment for on-call hours within the Sheriff's budget.
- A decrease of \$20,000 in revenues for eliminating the proposed residential house check fee.
- A net decrease of \$30,169 in Operating Contingency resulting from a decrease in funding to Hampton Roads Planning District Commission and Hampton Roads Partnership, an increase in funding to High School After Prom Events and JCC Volunteer Rescue Squad, an increase in expenditures to reflect a salary calculation adjustment for Sheriff Deputy on-call hours, and the elimination of the proposed \$20,000 residential house check fee.

## County Administrator's Budget Message

### FY2013 - Where each dollar in the County comes from

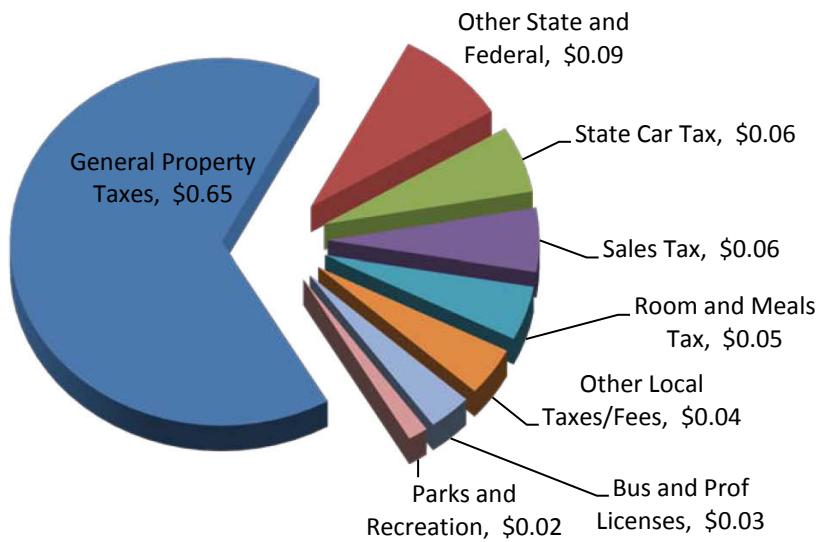


### FY2013 - How each dollar in the County will be spent

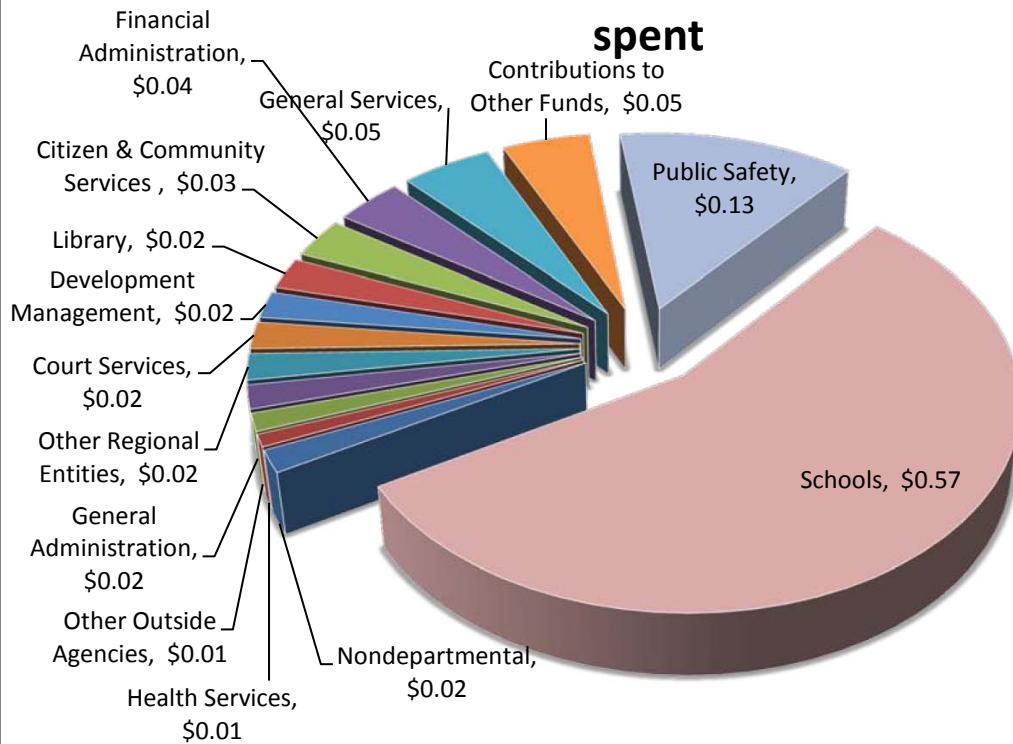


## County Administrator's Budget Message

### FY2014 - Where each dollar in the County comes from



### FY2014 - How each dollar in the County will be spent





## SECTION B **GENERAL FUND REVENUES**

## Detailed Summary Revenues

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		<b>FY 2012 Adopted</b>	<b>FY 2012 Projected</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Plan</b>
B-2	<b>General Property Taxes</b>	\$108,915,620	\$111,099,070	\$108,120,000	\$109,645,000
B-4	<b>Other Local Taxes</b>	17,700,000	18,530,000	19,050,000	19,250,000
B-5	<b>Licenses, Permits and Fees</b>	6,377,000	7,062,500	7,245,000	7,413,000
B-6	<b>Fines and Forfeitures</b>	300,000	275,000	300,000	300,000
B-7	<b>Revenue from Use of Money and Property</b>	270,000	280,000	185,000	185,000
B-8	<b>Revenue from the Commonwealth</b>	24,871,592	25,076,188	25,513,000	25,850,000
B-10	<b>Revenue from the Federal Government</b>	6,500	7,000	7,000	7,000
B-11	<b>Charges for Current Services</b>	4,738,588	4,675,711	5,080,000	5,150,000
B-12	<b>Miscellaneous Revenues</b>	693,664	130,000	130,000	130,000
<b>TOTAL REVENUES</b>		<b><u>\$163,872,964</u></b>	<b><u>\$167,135,469</u></b>	<b><u>\$165,630,000</u></b>	<b><u>\$167,930,000</u></b>

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Real Estate	\$ 84,786,304	\$ 85,819,479	\$ 81,925,000	\$ 82,675,000
Personal Property	15,331,816	15,773,236	16,560,000	17,335,000
Mobile Homes	65,000	65,000	65,000	65,000
Machinery and Tools	5,400,000	5,600,000	5,600,000	5,600,000
Public Service	1,650,000	1,716,355	1,725,000	1,725,000
Delinquent Real Estate Taxes	800,000	1,100,000	1,165,000	1,165,000
Delinquent Personal Property	275,000	275,000	370,000	370,000
Delinquent Mobile Homes	7,500	10,000	10,000	10,000
Penalties and Interest	600,000	740,000	700,000	700,000
Total	\$ <u>108,915,620</u>	\$ <u>111,099,070</u>	\$ <u>108,120,000</u>	\$ <u>109,645,000</u>

**BUDGET COMMENTS**

**General Property Taxes** include revenues received from levies made on real and personal property of County property owners and business establishments.

**Real Estate Property Taxes** on residential and business land and buildings are based upon a tax rate per \$100 of assessed value, which is adopted by the Board of Supervisors during the budget process. The tax rate is then applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment process. The Commonwealth of Virginia requires localities to assess real property at 100 percent of market value. Market value is the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale.

The adopted FY2013 revenue, when compared to the adopted FY2012 figure represents a decrease of 3.4 percent. This decrease is attributed to the County's taxable real estate assessments declining approximately 3.67% from \$11.3 billion to \$10.9 billion. Reductions in residential assessments lowered the actual taxable value approximately 5.67% but that reduction was partially offset by new development. The real estate tax rate remains unchanged.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100 percent of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25 percent of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State currently subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-9 illustrates the impact. Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property. Overall, local personal property collections are expected to increase in FY2013 by 8.0 percent when compared to FY2012 budget as valuations of vehicles have increased.

***BUDGET COMMENTS, Continued***

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2011 when the ratio was 100 percent, making the effective true tax rate \$0.77 per hundred.

**Delinquent Tax Collections** are expected to increase with the addition of a new Delinquent Collection Position. One additional staff person is expected to generate an additional \$319,000 in collections.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Local Sales Tax	\$ 8,400,000	\$ 8,950,000	\$ 9,175,000	\$ 9,275,000
Transient Occupancy Tax	1,800,000	1,900,000	1,950,000	1,950,000
Meals Tax	5,500,000	5,800,000	5,900,000	6,000,000
Delinquent Taxes	25,000	25,000	25,000	25,000
Deeds of Conveyance	300,000	275,000	300,000	300,000
Bank Franchise Tax	475,000	580,000	600,000	600,000
Recordation Tax	1,200,000	1,000,000	1,100,000	1,100,000
Total	\$ <u>17,700,000</u>	\$ <u>18,530,000</u>	\$ <u>19,050,000</u>	\$ <u>19,250,000</u>

**BUDGET COMMENTS**

Other Local Taxes include the budget for the 1 percent **Local Sales Tax**. This tax is collected with the 4.0 percent State sales tax at the time of sale, and remitted to the County. The FY2013 budget is projected to increase by 2.5 percent over FY2012 projected collections and FY2014 budget is projected to have a slight increase.

**Transient Occupancy Room Tax** revenues are those received from the 5 percent tax imposed on hotel, motel room sales, and rental condominium units. Sixty percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to increase 2.6 percent when compared to FY2012 collections due in part to two LPGA tournaments in FY2013.

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4 percent tax. Because of the impact on tourism in the County, it is estimated that 70 percent of the revenue is generated by nonresidents of the County. These projections are expected to increase modestly.

**Deeds of Conveyance** records revenue received from the tax imposed on conveyance of property deeds. The tax is based on the value of the property involved. Revenues are expected to remain level.

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches, less certain allowable deductions. This revenue stream has shown an increase and the FY2013 budget has been adjusted accordingly.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. These taxes are projected to increase slightly over the projected amount collected for FY2012, but are lower than the FY2012 budget.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Bus. and Prof. Licenses	\$ 4,750,000	\$ 5,350,000	\$ 5,450,000	\$ 5,550,000
Motor Vehicle Licenses	130,000	135,000	135,000	135,000
Business License Penalty	100,000	100,000	100,000	100,000
Business License Interest	25,000	25,000	25,000	25,000
Delinquent Business and Professional Licenses	-	-	60,000	60,000
Utility Consumption Fee	315,000	375,000	382,000	400,000
Building Permits	800,000	785,000	800,000	850,000
Planning and Zoning Fees	100,000	100,000	100,000	100,000
Dog Licenses	35,000	20,000	20,000	20,000
Septic Tank Permit Fees	2,000	2,500	3,000	3,000
Stormwater Inspection Fees	20,000	60,000	60,000	60,000
Erosion Control Fees	100,000	110,000	110,000	110,000
Total	\$ <u>6,377,000</u>	\$ <u>7,062,500</u>	\$ <u>7,245,000</u>	\$ <u>7,413,000</u>

**BUDGET COMMENTS**

This budget provides for revenues received from various permit and privilege fees required by the County.

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. Both FY2013 and FY2014 show modest growth.

**Motor Vehicle Registration Fees** are based on an initial fee of \$10 for vehicles registered in the County; there is no annual local fee.

**Utility Consumption Fee** revenues are assessed and collected by the State. These are paid by consumers as a part of power bills. A portion is then forwarded to the locality and is approximately 25% of the State assessment.

**Planning, Zoning, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Development Management Department and cost allocations from internal service departments. **Building Permit** revenue is expected to increase slightly over expected FY2012 projections and modest growth in FY2014. **Planning and Zoning Fees and Erosion Control Fees** are expected to remain level with FY2012 projections.

**Dog Licenses** are \$5.00 per year for spayed/neutered dogs and \$8.00 for unaltered dogs. Three-year licenses are also available.

**Septic Tank Permit Fees** are \$100 and are used to offset inspection and soil testing costs necessary to establish appropriate sites for septic tanks.

**Stormwater Inspection Fees** offset the cost of stormwater construction inspection activities. The fee is assessed at \$900 per BMP and \$0.90 per linear foot of storm drain or channel.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Fines and Forfeitures	\$ <u>300,000</u>	\$ <u>275,000</u>	\$ <u>300,000</u>	\$ <u>300,000</u>

**BUDGET COMMENTS**

This category of revenue reflects monies received as a result of the imposition of fines on persons charged with violations of County ordinances and are level budgeted in both FY2013 and FY2014.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Rent	\$ <u>270,000</u>	\$ <u>280,000</u>	\$ <u>185,000</u>	\$ <u>185,000</u>

**BUDGET COMMENTS**

Rent payments from the leasing of radio towers space are shown here. Legacy Hall rental estimates in the amount of \$48,000 have been moved into the Parks and Recreation revenue categories as part of facility rentals, and the Jamestown Marina rental income of \$45,000 has been moved to the Capital Improvements Program.

**BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
<u><b>Non-Categorical Aid:</b></u>				
Recordation Tax Distribution	\$ 321,485	\$ 550,000	\$ 550,000	\$ 550,000
HB 599 Payments	1,320,487	1,320,487	1,320,500	1,320,500
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communication Sales and Use Tax	1,800,000	1,650,000	1,700,000	1,700,000
Car Rental Sales Tax	70,000	70,000	70,000	70,000
Mobile Home Tax Com.	40,000	30,000	30,000	30,000
Rolling Stock Tax	51,000	51,000	51,000	51,000
DMV Satellite Office	45,000	50,000	50,000	50,000
	<u>13,418,109</u>	<u>13,491,624</u>	<u>13,541,637</u>	<u>13,541,637</u>
<u><b>Shared Expenses (Categorical):</b></u>				
Sales Tax for Education	9,350,000	9,424,206	9,822,908	10,159,460
Share of Expenses for:				
Treasurer	156,297	150,766	150,902	151,350
Commissioner of the Revenue	158,019	157,571	157,500	157,500
General Registrar	48,214	47,000	47,000	47,000
Sheriff	654,084	676,119	676,119	676,119
Commonwealth's Attorney	496,415	498,748	496,248	496,248
Clerk of the Circuit Court	445,019	445,019	463,186	463,186
Medical Examiner	300	-	-	-
	<u>11,308,348</u>	<u>11,399,429</u>	<u>11,813,863</u>	<u>12,150,863</u>
<u><b>Categorical Aid:</b></u>				
Commission for the Arts	5,000	5,000	5,000	5,000
Wireless Board	<u>140,135</u>	<u>180,135</u>	<u>152,500</u>	<u>152,500</u>
	<u>145,135</u>	<u>185,135</u>	<u>157,500</u>	<u>157,500</u>
Total	\$ <u>24,871,592</u>	\$ <u>25,076,188</u>	\$ <u>25,513,000</u>	\$ <u>25,850,000</u>

**BUDGET COMMENTS**Description

This budget provides for revenue received from the Commonwealth of Virginia in three categories - Non-Categorical Aid, Shared Expenses (Categorical), and Categorical Aid. Non-Categorical Aid includes revenues which are raised by the State and shared with the local government. The use of such revenues is at the discretion of the local government. Shared Expenses (Categorical) includes revenues received from the Commonwealth for the State's share of expenditures in activities that are considered to be joint responsibilities. Categorical Aid includes revenues received from the Commonwealth, which are designated by the Commonwealth for a specific use by the local government.

Change

State revenue estimates for FY2013 are 2.6 percent higher than the FY2012 budget. Recordation taxes are projected to be level with FY2012 projections. HB599 funds are expected to remain level. Sales Tax for Education numbers are based on State estimates received as of the date this document was published. This is based on a formula where the County receives a portion of overall State Sales Tax revenues. Communication Sales & Use Taxes have been adjusted based on expected FY2012 collections.

The State Car Tax Reimbursement is the State's share of the "No Car Tax" initiative and it has the following impact on local taxpayers:

	FY 12 <u>Adopted</u>	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>
Local Collections	\$ 15,331,816	\$ 16,560,000	\$ 17,335,000
From the Commonwealth	<u>9,770,137</u>	<u>9,770,137</u>	<u>9,770,137</u>
	\$ <u>25,101,953</u>	\$ <u>26,330,137</u>	\$ <u>27,105,137</u>

The FY2013 projection reflects the permanent cap on the State's current share of the "Car Tax" that began in 2006. The State is projected to pay approximately 55.5 percent of the "Car Tax" for an eligible personal use vehicle.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Payments in Lieu of Taxes	\$ <u>6,500</u>	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>

**BUDGET COMMENTS**

This budget provides for payments received from the Federal Government in lieu of taxes. Federal facilities partially located in the County include the Naval Weapons Station, Camp Peary, and Colonial National Park.

While the County General Fund realizes little in Federal funds, other County activities receive Federal funds as their principal financing source. These include the Departments of Social Services and Community Development. These budgets are shown in Section F of this document in addition to any Federal funds specifically related to grants. The Williamsburg-James City County Schools also receive Federal funds.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Excess Fees - Clerk Sheriff, Deputies, and Jail Fees	\$ 165,000 140,000	\$ 155,000 140,000	\$ 165,000 145,000	\$ 165,000 145,000
Other Fees for Service	77,500	74,500	85,000	85,000
Parks and Recreation Revenues	2,496,088	2,446,211	2,558,000	2,561,000
ALS/BLS Fees	<u>1,860,000</u>	<u>1,860,000</u>	<u>2,127,000</u>	<u>2,194,000</u>
Total	<u>\$ 4,738,588</u>	<u>\$ 4,675,711</u>	<u>\$ 5,080,000</u>	<u>\$ 5,150,000</u>

**BUDGET COMMENTS**

This budget provides for revenue received as a result of fees charged for certain services provided to citizens and other public agencies. It does not include revenues for enterprise type activities (e.g., water and sewer charges), which are budgeted under their respective activities.

One-third of the excess fees collected by the Clerk of the Circuit Court are accounted for in this area. The State claims the other two-thirds.

Overall Parks and Recreation revenues are projected to increase by approximately 2.5 percent from the FY2012 budget. Additional park revenues will be generated as a result of the new tree top adventure course in Freedom Park and an ice skating rink in New Town.

Estimates for ALS/BLS (Advanced Life Support/Basic Life Support) are increased based on rate and mileage increases recommended by our billing provider to match increased allowables by Medicare. The fee increases would be consistent with the City of Williamsburg's fee proposal. The adopted increase in rates is displayed in the chart below. The average bill will increase by about 17 percent and revenues will increase by \$228,000 in FY2013 and \$234,000 in FY2014.

	FY2012 Adopted	FY2013 Adopted
BLS	\$375	\$450
ALS 1	\$475	\$550
ALS 2	\$575	\$800
Mileage	\$8.25	\$ 10

**BUDGET SUMMARY**

	FY 12 Adopted	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Sale of County Vehicles or Equipment	\$ 50,000	\$ 75,000	\$ 50,000	\$ 50,000
Xerox Machines	3,000	7,300	7,300	7,300
Streetlights and Signs	2,500	2,500	2,500	2,500
Code Books and Ordinances	200	200	200	200
Court Appointed Attorneys	10,000	10,000	10,000	10,000
Miscellaneous	50,000	25,000	50,000	50,000
Parking Tickets	10,000	10,000	10,000	10,000
Fund Balance	<u>567,964</u>	-	-	-
Total	\$ <u>693,664</u>	\$ <u>130,000</u>	\$ <u>130,000</u>	\$ <u>130,000</u>

**BUDGET COMMENTS**

This budget provides for small or nonrecurring revenues received that are not appropriately recorded under other revenue budgets. These include receipts from the sale of used property and equipment and receipts from the sale of County Code Books and Ordinances.



## SECTION C **GENERAL FUND EXPENDITURES**

## Detailed Summary Expenditure

		FY 2012 ADOPTED	FY 2013 ADOPTED	DIFF FROM FY12 \$	DIFF FROM FY12 %	FY 2014 PLAN	DIFF FROM FY13 \$	DIFF FROM FY13 %
<b>GENERAL ADMINISTRATION</b>								
C-3	<b>Board of Supervisors</b>	\$195,376	\$196,834	\$1,458	.7%	\$200,242	\$3,408	1.7%
C-4	<b>County Administration</b>	412,910	434,400	21,490	5.2%	436,489	2,089	.5%
C-5	<b>County Attorney</b>	494,525	509,455	14,930	3.0%	504,207	(5,248)	(1.0)%
C-6	<b>Communications</b>	563,767	585,058	21,291	3.8%	592,228	7,170	1.2%
C-7	<b>Economic Development</b>	428,676	394,178	(34,498)	(8.0%)	397,026	2,848	.7%
C-8	<b>Human Resources</b>	626,744	659,806	33,062	5.3%	676,242	16,436	2.5%
C-9	<b>Voter Registration and Elections</b>	403,340	351,927	(51,413)	(12.7%)	345,560	(6,367)	(1.8)%
		<b>\$3,125,338</b>	<b>\$3,131,658</b>	<b>\$6,320</b>	<b>.2%</b>	<b>\$3,151,994</b>	<b>\$20,336</b>	<b>.6%</b>
<b>COURT SERVICES</b>								
C-10	<b>Courthouse</b>	\$451,544	\$450,446	(\$1,098)	(.2)%	\$452,501	\$2,055	.5%
C-11	<b>Clerk of the Circuit Court</b>	704,705	736,624	31,919	4.5%	742,493	5,869	.8%
C-12	<b>Commonwealth's Attorney</b>	796,590	818,269	21,679	2.7%	825,203	6,934	.8%
C-13	<b>Sheriff</b>	1,173,729	1,249,821	76,092	6.5%	1,287,709	37,888	3.0%
C-14	<b>Courts/Judicial</b>	307,323	302,550	(4,773)	(1.6%)	306,035	3,485	1.2%
		<b>\$3,433,891</b>	<b>\$3,557,710</b>	<b>\$123,819</b>	<b>3.6%</b>	<b>\$3,613,941</b>	<b>\$56,231</b>	<b>1.6%</b>
<b>PUBLIC SAFETY</b>								
C-15	<b>Police Department</b>	\$8,424,336	\$8,927,405	\$503,069	6.0%	\$9,206,590	\$279,185	3.1%
C-17	<b>Animal Control</b>	177,173	219,116	41,943	23.7%	201,796	(17,320)	(7.9)%
C-18	<b>Fire/EMS</b>	9,528,960	9,819,241	290,281	3.0%	10,012,342	193,101	2.0%
C-20	<b>Emergency Management</b>	322,628	333,359	10,731	3.3%	335,873	2,514	.8%
C-21	<b>Emergency Communications</b>	2,492,255	2,664,560	172,305	6.9%	2,726,434	61,874	2.3%
		<b>\$20,945,352</b>	<b>\$21,963,681</b>	<b>\$1,018,329</b>	<b>4.9%</b>	<b>\$22,483,035</b>	<b>\$519,354</b>	<b>2.4%</b>
<b>FINANCIAL ADMINISTRATION</b>								
C-22	<b>Treasurer</b>	\$1,028,339	\$1,230,861	\$202,522	19.7%	\$1,258,448	\$27,587	2.2%
C-23	<b>Commissioner of the Revenue</b>	696,680	713,170	16,490	2.4%	720,926	7,756	1.1%
C-24	<b>Financial and Management Services</b>	873,983	877,482	3,499	.4%	891,522	14,040	1.6%
C-25	<b>Accounting</b>	124,794	167,756	42,962	34.4%	165,648	(2,108)	(1.3)%
C-26	<b>Purchasing</b>	346,234	334,598	(11,636)	(3.4%)	338,510	3,912	1.2%
C-27	<b>Real Estate Assessments</b>	667,674	728,373	60,699	9.1%	726,178	(2,195)	(.3)%
C-28	<b>Information Resources Management</b>	2,194,314	2,252,924	58,610	2.7%	2,279,224	26,300	1.2%
		<b>\$5,932,018</b>	<b>\$6,305,164</b>	<b>\$373,146</b>	<b>6.3%</b>	<b>\$6,380,456</b>	<b>\$75,292</b>	<b>1.2%</b>
<b>DEVELOPMENT MANAGEMENT</b>								
C-29	<b>Development Management</b>	\$252,001	\$241,939	(\$10,062)	(4.0)%	\$245,447	\$3,508	1.4%
C-30	<b>Planning</b>	958,584	814,978	(143,606)	(15.0%)	930,624	115,646	14.2%
C-31	<b>Zoning Enforcement</b>	302,835	327,570	24,735	8.2%	332,307	4,737	1.4%
C-32	<b>Engineering and Resource Protection</b>	979,176	960,343	(18,833)	(1.9%)	993,996	33,653	3.5%
C-33	<b>Building Safety and Permits</b>	983,517	1,054,333	70,816	7.2%	1,060,286	5,953	.6%
		<b>\$3,476,113</b>	<b>\$3,399,163</b>	<b>(\$76,950)</b>	<b>(2.2)%</b>	<b>\$3,562,660</b>	<b>\$163,497</b>	<b>4.8%</b>
<b>GENERAL SERVICES</b>								
C-34	<b>General and Capital Services</b>	\$1,203,103	\$1,346,422	\$143,319	11.9%	\$1,354,072	\$7,650	.6%
C-35	<b>Facilities Maintenance</b>	2,725,147	2,876,356	151,209	5.5%	2,866,305	(10,051)	(.3)%
C-36	<b>Grounds Maintenance</b>	1,218,941	1,552,826	333,885	27.4%	1,608,613	55,787	3.6%
C-37	<b>Fleet and Equipment</b>	855,214	882,604	27,390	3.2%	875,004	(7,600)	(.9)%
C-38	<b>Stormwater</b>	476,691	457,158	(19,533)	(4.1%)	475,620	18,462	4.0%
C-39	<b>Solid Waste Management</b>	1,447,121	1,354,074	(93,047)	(6.4%)	1,369,837	15,763	1.2%
		<b>\$7,926,217</b>	<b>\$8,469,440</b>	<b>\$543,223</b>	<b>6.9%</b>	<b>\$8,549,451</b>	<b>\$80,011</b>	<b>.9%</b>

### Detailed Summary Expenditure

	<b>FY 2012 ADOPTED</b>	<b>FY 2013 ADOPTED</b>	<b>DIFF FROM FY12 \$</b>	<b>%</b>	<b>FY 2014 PLAN</b>	<b>DIFF FROM FY13 \$</b>	<b>%</b>
<b>CITIZEN AND COMMUNITY SERVICES</b>							
<b>C-40 Satellite Services Office</b>	\$194,832	\$204,969	\$10,137	5.2%	\$206,747	\$1,778	.9%
<b>C-41 Cooperative Extension Service</b>	49,076	49,800	724	1.5%	49,800	-	-
<b>C-42 Parks and Recreation</b>	4,903,887	5,046,299	142,412	2.9%	5,105,281	58,982	1.2%
	<b>\$5,147,795</b>	<b>\$5,301,068</b>	<b>\$153,273</b>	<b>3.0%</b>	<b>\$5,361,828</b>	<b>\$60,760</b>	<b>1.1%</b>
<b>COUNTY OPERATIONS</b>	<b>\$49,986,724</b>	<b>\$52,127,884</b>	<b>\$2,141,160</b>	<b>4.3%</b>	<b>\$53,103,365</b>	<b>\$975,481</b>	<b>1.9%</b>
<b>C-44 Contributions - Other Outside Agencies</b>	\$809,831	\$700,128	(\$109,703)	(13.5%)	\$695,128	(\$5,000)	(.7)%
<b>C-46 Nondepartmental</b>	1,116,187	592,305	(523,882)	(46.9%)	1,255,404	663,099	112.0%
<b>C-47 Contribution to Williamsburg-James City County Schools</b>	92,280,815	94,720,315	2,439,500	2.6%	95,256,867	536,552	.6%
<b>C-49 Williamsburg Regional Library System and Arts Center</b>	4,067,456	4,120,251	52,795	1.3%	4,160,253	40,002	1.0%
<b>C-50 Other Regional Entities</b>	3,288,804	3,498,701	209,897	6.4%	3,498,701	-	-
<b>C-51 Health Services</b>	1,586,610	1,630,845	44,235	2.8%	1,630,845	-	-
<b>C-52 Contributions to Other Funds</b>	10,736,537	8,239,571	(2,496,966)	(23.3%)	8,329,437	89,866	1.1%
<b>OTHER OPERATIONS</b>	<b>\$113,886,240</b>	<b>\$113,502,116</b>	<b>(\$384,124)</b>	<b>(.3%)</b>	<b>\$114,826,635</b>	<b>\$1,324,519</b>	<b>1.2%</b>
<b>TOTAL</b>	<b>\$163,872,964</b>	<b>\$165,630,000</b>	<b>\$1,757,036</b>	<b>1.1%</b>	<b>\$167,930,000</b>	<b>\$2,300,000</b>	<b>1.4%</b>

**KEY WORKPLAN ITEMS**

1. Serve as policy making board, and, within the framework of the Constitution and Code of Virginia, approve and enforce County's comprehensive plan and land use, set local tax rate, adopt annual operating and capital budgets, approve ordinances, and make appointments to various boards and commissions
2. Record and maintain official documents for Board of Supervisors and James City Service Authority Board of Directors, such as meeting minutes and related documents and other Boards and Commissions such as appointment lists, files and correspondence
3. Prepare and distribute Board of Supervisors and James City Service Authority Board of Directors agenda packets and materials
4. Notify the public about hearings and meetings as required by Code
5. Support Board of Supervisors and James City Service Authority Board of Directors by responding to or directing phone and mail inquiries to the appropriate person
6. Represent citizens from each of the County's five election districts: Berkeley, Jamestown, Powhatan, Roberts and Stonehouse
7. Hold regularly scheduled public meetings and work sessions and serve on other local and regional boards and commissions

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 117,476	\$ 113,934	\$ 117,342
Operating	77,900	82,900	82,900
Total	<u>\$ 195,376</u>	<u>\$ 196,834</u>	<u>\$ 200,242</u>

**PERSONNEL**

Full-time Personnel	1	1	1
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Appointments made to boards and commissions	40	33	30	30
# Public Hearings	79	New	80	80

**BUDGET COMMENTS**

This budget reflects a continuation of the current level of service. Recognition expenses are consolidated from other divisions into this budget.

**KEY WORKPLAN ITEMS**

1. Provide overall leadership and direction in managing County operations in accordance with County's Strategic Plan, Board of Supervisors policies, and local, State and Federal guidelines
2. Represent County on local and regional boards and commissions to address major issues, projects and programs
3. Build and maintain positive community relations
4. Update Board of Supervisors about key policy issues

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 392,310	\$ 419,600	\$ 421,689
Operating	15,600	14,800	14,800
Capital	5,000	-	-
Total	<u>\$ 412,910</u>	<u>\$ 434,400</u>	<u>\$ 436,489</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Civic participation meetings		New measure	50	60

**BUDGET COMMENTS**

This budget includes funding for a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Represent County in court cases and administrative hearings such as child and adult protective services
2. Provide counsel to the Board of Supervisors, County Administrator and Department Managers on County related topics and assist with matters such as property acquisition and disposal, tax collection, code enforcement, community development, insurance, and personnel matters
3. Update the County Code Book three times a year
4. Review requests made under the Virginia Freedom of Information Act (FOIA) to County Departments and coordinate response
5. Monitor legislation during the General Assembly's session and lobby on behalf of the County for legislative actions which support the County's Legislative Program

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 511,325	\$ 541,255	\$ 545,707
Operating	18,300	29,100	19,400
Legal Services	36,900	11,100	11,100
Received from Other Organizations	(72,000)	(72,000)	(72,000)
Total	\$ 494,525	\$ 509,455	\$ 504,207

**PERSONNEL**

Full-time Personnel	5	5	5
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Documents reviewed/drafted	5,517	5,972	5,975	5,980
# Court appearances	264	296	310	315
Hours developing/tracking legislation	562	598	575	575

**BUDGET COMMENTS**

This budget includes funding for required printing of documents for the filing of an appeal to the Virginia Supreme Court. The County Attorney's Office serves as legal counsel for the Williamsburg Regional Library, Economic Development Authority, James City Service Authority and the Williamsburg Area Transit Authority and fees for those services reimburse 12 percent of the operations of the office.

**KEY WORKPLAN ITEMS**

1. Produce and distribute County information on services, news, civic engagement opportunities, budget items and County departments using web, video, social media and print
2. Broadcast 380 hours of live government meetings and produced video on County news for television and on line viewing for 4 public, educational and government channels including Channel 48 (James City County), Channel 48 (City of Williamsburg), Channel 46 (Community Access) and Channel 47 (WJCC Schools)
3. Coordinate civic engagement opportunities including citizen education, community building through neighborhood networks and public participation through community meetings
4. Provide consistent and accurate public information through press releases, responding to media inquiries, graphic design and print/web-based materials
5. Support regional and county tourism efforts through destination marketing.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 544,962	\$ 560,958	\$ 568,428
Operating	44,700	49,100	48,800
Reimbursements	<u>(25,895)</u>	<u>(25,000)</u>	<u>(25,000)</u>
Total	<u>\$ 563,767</u>	<u>\$ 585,058</u>	<u>\$ 592,228</u>

**PERSONNEL**

Full-time Personnel	7.5	7.5	7.5
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Web views and subscribers on social media sites, YouTube and e-FYI citizen newsletter	44,238	32,000	45,000	45,000
# of times public meetings viewed online	46,021	30,500	48,000	48,000

**BUDGET COMMENTS**

This budget supports the video operations of the Community Video Center and the Building F Board Room, in addition to public information, media relations and civic engagement. Additional funding has been allocated for recording of live meetings at offsite locations.

**KEY WORKPLAN ITEMS**

1. Serve as the point of contact for economic development opportunities for both existing and new businesses within James City County, including identifying and communicating available opportunities and resources to the local business community
2. Attract businesses in high-growth market segments, including technology, medical and government-related industries
3. Expand current incentive programs for both new and existing companies to support business creation and expansion
4. Increase local awareness of existing local businesses, encouraging consumers to “think locally” for their business and personal needs/services
5. Expand the County’s Sports Tourism Program to take advantage of the County’s existing facilities and assist in generating revenue for local businesses
6. Provide support to the Economic Development Authority of James City County in their efforts to sustain and expand the County’s commercial and industrial revenue base and enhance the quality of life for the County’s citizens
7. Participate in and support the transition of the Williamsburg Area Chamber and Tourism Alliance to a destination marketing organization

**BUDGET SUMMARY**

	FY 12 <u>Adopted</u>	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>
Personnel	\$ 333,909	\$ 343,878	\$ 347,826
Operating	94,767	50,300	49,200
Total	<u>\$ 428,676</u>	<u>\$ 394,178</u>	<u>\$ 397,026</u>

**PERSONNEL**

Full-time Personnel                          4                          4

**PERFORMANCE MEASURES**

	FY 11 <u>Actual</u>	FY 12 <u>Projected</u>	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>
# Small businesses assisted through the County’s process		New	12	12
# Expanded existing business announced for County through OED	New	2	4	4
# New business announced for County through OED	1	2	4	4

**BUDGET COMMENTS**

This budget reflects the elimination of rent payments for space as the office has moved back to the County Government Center.

**KEY WORKPLAN ITEMS**

1. Provide leadership and work collaboratively with other County departments to achieve the County's mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Assist departments in recruiting, selecting, and orienting qualified candidates for job vacancies
3. Ensure programs meet federal and state requirements
4. Assist in resolving employee-employer concerns and conduct any necessary investigations
5. Communicate personnel related information and provide employee training
6. Oversee benefit and other contracts to identify cost savings, including soliciting competitive bids
7. Manage human resource information ensuring data is accurate and meaningful
8. Manage programs to retain top performers and recognize employee accomplishments and service
9. Support the County in selecting and retaining highly qualified employees by maintaining the classification and compensation systems so salaries are competitive in the labor market
10. Provide training and resources focused on courteous and professional service to external and internal customers

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 614,022	\$ 648,155	\$ 656,015
Operating	106,300	104,000	112,600
Credits/Other	(93,578)	(92,349)	(92,373)
Total	\$ 626,744	\$ 659,806	\$ 676,242

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Average # of applicants per job vacancy	40	75	50	50
% Turnover rate	7.1%	5.5%	6%	7.5%
% Employee participants reporting improved skill/knowledge level after training	91%	90%	90%	90%

**BUDGET COMMENTS**

This budget provides for a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Register voters, maintain and update records, and issue updated voter registration cards
2. Conduct four elections (two local/state Primary Elections, two General Elections) including coordinating logistics, staffing locations, training volunteers, determining eligibility and reporting results
3. Provide eligible citizens with absentee voting by mail and in person and electronic/mail voting support for over 250 overseas citizens
4. Assist candidates in filing to run for office and ongoing campaign finance reports for 16 local elected offices
5. Verify petition voter signatures
6. Provide accurate poll book data and reprecincting guidance to the Board of Supervisors as population growth necessitates and during redistricting

**BUDGET SUMMARY**

		<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Personnel	\$ 185,140	\$ 192,827	\$ 188,260	
Operating	206,100	132,100	127,300	
Local Aid to State Government	2,900	2,200	2,200	
Capital	9,200	24,800	27,800	
Total	<u>\$ 403,340</u>	<u>\$ 351,927</u>	<u>\$ 345,560</u>	

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Voting precincts	19	19	20	20
# Volunteer poll workers	275	440	400	400
# General election votes cast	25,165	40,000	41,000	36,400
# Total registered voters	49,718	52,000	52,000	54,000
# Absentee votes	2,048	5,000	8,000	6,500
Hours Electoral Board support	3,000	3,350	1,400	1,250

**BUDGET COMMENTS**

This budget reflects two scheduled elections for both FY2013 and FY2014, compared with four in FY2012. Funding has been provided for replacement optical scan equipment and electronic poll books.

**DESCRIPTION OF SERVICES**

This activity accounts for the costs of operating the 71,661-square-foot City/County Courthouse located on Monticello Avenue. The Courthouse includes the Circuit Court, District Court, Juvenile and Domestic Relations Court, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 130,463	\$ 136,661	\$ 139,139
Operating	416,200	406,700	406,700
Received from Williamsburg	(95,119)	(92,915)	(93,338)
Total	\$ 451,544	\$ 450,446	\$ 452,501

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.1 percent of the operating costs in FY2013 under the terms of the contract. This budget reflects level funding.

**KEY WORKPLAN ITEMS**

- |   |
|---|
| 1. Assist the Circuit Court Judge in carrying out court associated responsibilities   |
| 2. Maintain all Circuit Court records   |
| 3. Issue and record official documents including land records and plats; probate wills; notary public applications; marriage licenses; concealed handgun permits; record military discharge forms (DD-214) and assumed business names |

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 654,151	\$ 694,192	\$ 701,272
Operating	49,900	49,200	49,200
Local Aid to State Government	20,600	15,600	15,600
Received from Williamsburg	(19,946)	(22,368)	(23,579)
Total	\$ <u>704,705</u>	\$ <u>736,624</u>	\$ <u>742,493</u>

**PERSONNEL**

Full-time Personnel	12	12	12
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Deed book recordings	31,589	35,000	28,000	28,000
# Civil cases	929	875	900	900
# Criminal cases	1,331	1,500	1,400	1,400

**BUDGET COMMENTS**

The City shares 17.1 percent of the cost of this office in FY2013. Funding is provided for a continuation in the level of service.

**NET COUNTY FUNDING**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Total Budget	\$ 704,705	\$ 736,624	\$ 742,493
State/Other Revenue	\$ (610,019)	\$ (628,186)	\$ (628,186)
Net County Funding	\$ <u>94,686</u>	\$ <u>108,438</u>	\$ <u>114,307</u>

**KEY WORKPLAN ITEMS**

1. Prosecute all felony cases that occur within James City County, as well as all misdemeanor charges that have incarceration as a potential consequence
2. Provide on-going education and training to law enforcement to enhance their ability to protect and serve the citizens of James City County
3. Assist victims/witnesses involved in the criminal justice process by better educating them about court processes and available services as well as keeping them up-to-date and informed on the status of individual cases

**BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Personnel	\$ 771,276	\$ 804,293	\$ 812,658
Operating	31,400	30,400	30,400
Local Aid to State Government	25,700	17,500	17,500
Other	32,500	32,500	32,500
Received from Williamsburg	(64,286)	(66,424)	(67,855)
Total	<u>\$ 796,590</u>	<u>\$ 818,269</u>	<u>\$ 825,203</u>

**PERSONNEL**

Full-time Personnel	9	9	9
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**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Cases handled by prosecutors*	3,074	2,900	2,800	2,800
# Victims served by Victim Assistance	1,637	1,120	1,596	1,596
Hours of education provided	103	100	75	75

\*The methodology has changed where an offender charged with multiple offenses for a single criminal incident will now be recorded as a single case.

**BUDGET COMMENTS**

There are no locally funded positions in this State Constitutional office and the State provides for nine employees. The City of Williamsburg will pay 17.1 percent of the local cost in FY2013 based on the Courthouse agreement, and both years reflect a continuation in the current level of service.

**NET COUNTY FUNDING**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Total Budget	\$ 796,590	\$ 818,269	\$ 825,203
State/Other Revenue	(496,415)	(496,248)	(496,248)
Net County Funding	<u>\$ 300,175</u>	<u>\$ 322,021</u>	<u>\$ 328,955</u>

**KEY WORKPLAN ITEMS**

1. Serve civil processes such as court orders, subpoenas and writs of possession in accordance with legal procedures and requirements
2. Transport juveniles and adults safely to and from Court, and as necessary, to and from detention/correctional facilities
3. Ensure courthouse and courtroom security
4. Transport people under Temporary Detention Orders to and between mental health facilities

**BUDGET SUMMARY**

		FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 1,075,860	\$ 1,148,017	\$ 1,159,965	
Operating	143,932	129,620	136,475	
Capital	-	32,600	59,500	
Local Aid to State Government	33,700	26,400	26,400	
Received from Williamsburg	(79,763)	(86,816)	(94,631)	
Total	<u>\$ 1,173,729</u>	<u>\$ 1,249,821</u>	<u>\$ 1,287,709</u>	

**PERSONNEL**

Full-time Personnel	16	16
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Civil processes	27,317	26,500	27,754	27,754
# Staff days - Court days	1,265 / 769	1,300/675	1,270/757	1,270/757
# Inmate holdings Court - Adult and Juvenile	2,153	2,200	1,809	1,809

**BUDGET COMMENTS**

The City of Williamsburg pays for 17.1 percent of the local cost of this office in FY2013. The Sheriff also generates other court-related fees to help reduce overall local funding. This budget includes funding for a replacement vehicle and replacement of the LiveScan fingerprinting system in FY2013 and three scheduled vehicle replacements in FY2014.

**NET COUNTY FUNDING**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Total Budget	\$ 1,173,729	\$ 1,249,821	\$ 1,287,709
State/Other Revenue	(794,084)	(821,119)	(821,119)
Net County Funding	<u>\$ 379,645</u>	<u>\$ 428,702</u>	<u>\$ 466,590</u>

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to the various Courts. Probation and Juvenile services activities are also included. All are State or regional activities primarily supported with State and Federal financial assistance.

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
City/County Court Services Unit	\$ 95,350	\$ 97,000	\$ 99,000
Circuit Court	126,297	127,666	128,979
General District Court	46,752	42,611	42,611
Juvenile and Domestic Court	23,624	23,709	23,709
9th Judicial District Court Services	9,300	9,564	9,736
Magistrates	6,000	2,000	2,000
Total	<u>\$ 307,323</u>	<u>\$ 302,550</u>	<u>\$ 306,035</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**BUDGET COMMENTS**

In FY2013, the City of Williamsburg contributes 17.1 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions included in the budget; and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

Most court activities have modest changes. Funding in FY2012 for the Magistrates office included capital replacements which will not reoccur.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY2002. The County has entered into a lease agreement and the building houses the 9th Judicial District Court Services, City/County Court Services Unit, Mediation Services, and Colonial Community Corrections.

**KEY WORKPLAN ITEMS**

1. Ensure a safe community for all citizens and visitors by providing a full range of police service provided by Uniform Patrol Division, Investigation Division, Community Service/Administration Division, Traffic Unit, Forensic/Property Evidence Unit, and SWAT Team
2. Patrol and respond to a projected 26,000 calls for service by providing coverage with 3 overlapping 9.5 hour shifts within 5 zones 24-hours a day and 7-days a week
3. Respond to and investigate a projected 1,800 traffic crashes
4. Participate in regional narcotic and federal violent crime/gang task forces
5. Deploy specialized teams for crimes against persons and property, child victim cases, narcotics offenses, economic and computer crimes, and sex offenses
6. Employ community policing efforts to work in partnership with the community to solve problems
7. Obtain at least \$200,000 in grant funding
8. Provide school resource officers in high schools and middle schools
9. Utilize bike and marine patrols to supplement services provided to citizens and visitors
10. Develop new SAFE boat operational procedures to provide for routine joint fire and police training and response
11. Provide all State-mandated in-service training at County facilities as a satellite academy for the Hampton Roads Criminal Justice Training Academy and provide an average of 36 hours of job related training per officer, including 20 hours of state mandated categories
12. Educate citizens about crime prevention and provide resources for citizens, civic groups, schools, businesses and neighborhood organizations to reduce crime and fear of crime in the community

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 7,298,717	\$ 7,738,205	\$ 7,923,290
Operating	754,400	859,400	857,800
Capital	381,000	329,800	425,500
Other	(9,781)	-	-
Total	<u>\$ 8,424,336</u>	<u>\$ 8,927,405</u>	<u>\$ 9,206,590</u>

**PERSONNEL**

Full-time Personnel	98	98
		99

***PERFORMANCE MEASURES***

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Average response time to high priority calls (min/sec)	7:19	8:00	<8:00	<8:00
% Crimes against persons cleared	69.3%	51%	>61%	>61%
% Property crimes cleared	27.4%	17%	>18%	>18%

***BUDGET COMMENTS***

The personnel budget reflects scheduled career ladder advancements and increased funding for overtime to address gap pay funding. This change in overtime policy was approved by the Board for FY2012. Fuel expenses have been increased based on an increased per gallon rate. This budget also includes funding for replacement vehicles in both fiscal years per the replacement schedule. Capital funding in both years includes both new and replacement in-car cameras, and replacement of TASERS. In FY2014, funding is included for an administrative support position to handle administrative work such as court scheduling and vehicle management that will allow several sworn officers and supervisors to spend more time on their primary duties. This civilian position was recommended in the County's "Organizational Effectiveness and Efficiency Study" that was completed several years ago.

**KEY WORKPLAN ITEMS**

1. Enforce licensing, leash laws, animal welfare laws, dangerous animal laws, and impounding of strays as required by County and State code
2. Investigate animal neglect and cruelty cases
3. Respond to emergency animal and rabid wildlife calls around the clock
4. Educate citizens about licensing, rabies prevention, spaying, and neutering programs

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 137,573	\$ 152,916	\$ 153,996
Operating	57,200	66,200	66,700
Capital	400	18,900	-
Billing to Users	<u>(18,000)</u>	<u>(18,900)</u>	<u>(18,900)</u>
Total	<u>\$ 177,173</u>	<u>\$ 219,116</u>	<u>\$ 201,796</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Requests for service	2,677	3,050	2,900	2,900
# Animals impounded	460	565	575	600
% Dog license compliance	98%	75%	75%	75%

**BUDGET COMMENTS**

This budget provides for increased funding for an estimated share of expenses for the Heritage Humane Society, based on the County's contract for shared space. A scheduled vehicle replacement is also budgeted in FY2013.

**KEY WORKPLAN ITEMS**

1. Provide fire protection, prevention, emergency medical, and other emergency services from five stations strategically located throughout the County
2. Enforce the Fire Prevention Code through the Fire Marshal's Office, including conducting a projected 2,000 inspections
3. Investigate a projected 140 fire code violations, threats and incidents including structure, vehicle, and outside fires; hazmat scenes; and bombs/explosives
4. Complete a projected 24,000 hours of training to maintain and enhance emergency medical and firefighting skills at the Fire Training Center, fire stations, Tidewater Regional Fire Academy, and other facilities
5. Educate citizens about fire safety through programs and materials targeted at elementary school children, adults, persons with disabilities, and seniors
6. Respond to a projected 9,100 calls for emergency response
7. Provide basic and advanced pre-hospital life support care to a projected 6,100 patients and hospital transportation for a projected 4,900 of those patients
8. Review and update all County emergency plans and participate in Commonwealth and Regional Emergency Planning initiatives

**BUDGET SUMMARY**

		FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 8,634,660	\$ 9,063,841	\$ 9,182,842	
Operating	648,900	643,900	653,600	
Capital	258,200	126,500	190,900	
Credits/Other	(12,800)	(15,000)	(15,000)	
Total	\$ 9,528,960	\$ 9,819,241	\$ 10,012,342	

**PERSONNEL**

Full-time Personnel	110	110	110
Part-time Personnel	0	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Average response time for first arriving unit (all incidents)	5:43	5:40	5:46	5:46
# Calls for fires and other emergencies	2,786	2,850	3,025	3,100
# Training hours for career staff	19,521	24,000	24,000	24,000
# Inspections for Fire Code enforcement	1,735	2,000	2,000	2,000

***BUDGET COMMENTS***

Funding is provided for scheduled career ladder advancements, increases in overtime for increased hourly rates and OSHA required hearing tests. Temporary hours have been converted to a part time Recruitment and Retention Coordinator. Increased funding is provided for fuel costs and capital expenses include replacement firefighting and EMS equipment, and a trailer to serve as a mobile service shop for SCBA repairs and annual flow testing. Funding for leased space at McLaws Circle for Fire Administration has been removed as staff has been relocated to the renovated owned space on John Tyler Highway.

**KEY WORKPLAN ITEMS**

1. Coordinate overall County emergency preparedness, response, and recovery responsibilities
2. Educate citizens about hazards, risks, and ways to prepare for and recover from emergencies
3. Maintain the Emergency Operations Center (EOC), mobile command center, and dedicated equipment and appropriate technologies to ensure response capabilities
4. Conduct and participate in local, regional, State and federal emergency training and exercises
5. Provide comprehensive Community Emergency Response Team (CERT) courses for a projected 40 citizens
6. Maintain emergency alert and information capabilities using JCC Alert (jccalert.org) to deliver emergency alerts, notifications, and updates to citizens through devices including e-mail, text message, pager, and telephone
7. Transition County EOC to National Incident Management System (NIMS) model

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 225,328	\$ 236,059	\$ 238,573
Operating	97,300	96,600	97,300
Capital	-	700	-
Total	\$ 322,628	\$ 333,359	\$ 335,873

**PERSONNEL**

Full-time Personnel	3	3	3
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Test of emergency operations system	36	36	36	36
# Public educational presentations on emergency preparedness/fire safety	20	20	20	20
# Citizens trained in comprehensive CERT course	23	50	40	40
# Fire safety programs conducted in WJCC schools	168	125	125	125

**BUDGET COMMENTS**

This budget reflects continuation of current level of service.

## **KEY WORKPLAN ITEMS**

1. Provide 911 emergency contact services
  2. Answer a projected 147,100 emergency and non-emergency calls for service and dispatch a projected 73,175 calls for service for Police and Fire/EMS
  3. Facilitate information exchange and response among County and regional emergency responders throughout incidents
  4. Provide emergency medical direction such as CPR and childbirth assistance
  5. Jointly operate regional radio system with York and Gloucester counties, supporting area localities, public safety departments, schools, service authorities, transportation agencies, and the regional jail
  6. Update national database with information about a projected 3,800 wanted or missing people and missing or stolen property
  7. Prepare for emergencies by participating in National Weather Service and Surry Power Plant exercises

## **BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 1,658,482	\$ 1,740,209	\$ 1,767,766
Operating	1,272,100	1,351,900	1,411,900
Capital	6,200	500	500
Credits/Other	<u>(444,527)</u>	<u>(428,049)</u>	<u>(453,732)</u>
Total	<u>\$ 2,492,255</u>	<u>\$ 2,664,560</u>	<u>\$ 2,726,434</u>

## **PERSONNEL**

Full-time Personnel 26 26 26

## **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Calls for Emergency Medical Services	5,956	6,100	6,250	6,400
# E-911 land line calls received	13,026	11,750	11,500	11,000
# Wireless 911 calls received	16,458	17,350	19,500	21,000
# Other dispatch calls received	78,192	118,000	84,500	85,000
# Emergency calls dispatched - Fire/EMS	8,647	9,600	9,500	10,000
# Emergency calls dispatched - Police	43,765	63,575	53,500	63,000

## **BUDGET COMMENTS**

This budget includes increased costs associated with the contract for maintenance for the regional radio system and the Enhanced 911 (E911) equipment and CAD system.

**KEY WORKPLAN ITEMS**

1. Provide a range of financial services in a professional manner, consistent with receiving the Treasurers' Association of Virginia "Award of Accreditation" for nine consecutive years
2. Bill, collect and report Real Estate and Personal Property taxes, Business Professional and Occupational Licenses and Meals and Lodging taxes
3. Collect and report State Fiduciary Income and State Estimated Income taxes
4. Receive and report all revenue generated from user fees and other miscellaneous sources
5. Invest available funds in longer term investments to maximize interest earnings
6. Provide cash management services for the WJCC School System, Regional Jail, Juvenile Detention, Olde Towne Medical Center, WATA and Economic Development Authority
7. Provide multiple payment options such as on-line or over-the-counter credit and debit, local bank drop-off, Easy Pay pre-pay program, cash and check
8. Enhance delinquent tax collections

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 743,912	\$ 838,613	\$ 850,800
Operating	294,300	405,900	423,300
Capital	-	2,000	-
Local Aid to State Government	9,600	3,300	3,300
Credits/Other	(19,473)	(18,952)	(18,952)
Total	<u>\$ 1,028,339</u>	<u>\$ 1,230,861</u>	<u>\$ 1,258,448</u>

**PERSONNEL**

Full-time Personnel	11	12	12
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Real Estate tax bills processed	68,088	69,561	70,250	70,952
# Personal Property bills processed	152,861	157,785	162,519	167,395
# Business licenses mailed and payments processed	4,274	6,578	5,900	6,000

**BUDGET COMMENTS**

This budget reflects the addition of a position to the Delinquent Collections Unit which is projected to generate an additional \$319,000 in revenue. Funding for software maintenance costs is also included. Additional funding is allocated to address the increase in credit card fees due to an increase in the number of those transactions by citizens.

**NET COUNTY FUNDING**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Total Budget	\$ 1,028,339	\$ 1,230,861	\$ 1,258,448
State/Other Revenue	(156,297)	(150,902)	(151,350)
Net County Funding	<u>\$ 872,042</u>	<u>\$ 1,079,959</u>	<u>\$ 1,107,098</u>

**KEY WORKPLAN ITEMS**

1. Assess for Business, Professional and Occupational Licenses and personal property taxes in accordance with the law including: Business Personal Property, Individual Personal Property such as vehicles, boats and mobile homes and Machinery and Tools
2. Update tax records and provide accurate and useful statistical information with which County officials and community members can make decisions
3. Review and approve applications from those who qualify for various tax relief programs including relief for the elderly and handicapped, land use, personal property exemptions for disabled veterans and handicapped individuals
4. Assist citizens with a variety of tax-related matters, including personal property, tax relief programs, State income tax, including completing and reviewing State income tax forms
5. Educate citizens about applicable tax laws and procedures

**BUDGET SUMMARY**

		FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 649,680	\$ 666,570	\$ 674,226	
Operating	37,900	41,800	41,900	
Capital	-	1,000	1,000	
Local Aid to State Government	9,100	3,800	3,800	
Total	\$ 696,680	\$ 713,170	\$ 720,926	

**PERSONNEL**

Full-time Personnel	11	11	11
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Income tax returns processed	6,061	6,061	5,000	5,000
# Business licenses processed	5,723	6,200	6,150	6,300
# Personal property assessments	89,029	95,000	100,000	100,000

**BUDGET COMMENTS**

Funding is included for replacement printers in both fiscal years.

**NET COUNTY FUNDING**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Total Budget	\$ 696,680	\$ 713,170	\$ 720,926
State/Other Revenue	\$ (158,019)	\$ (157,500)	\$ (157,500)
Net County Funding	\$ 538,661	\$ 555,670	\$ 563,426

**KEY WORKPLAN ITEMS**

1. Provide financial planning and capital financing advice to the County Administrator and the Board and manage financial policies and procedures to maintain highest bond rating available
2. Prepare annual operating budget for the County's general fund, special revenue funds and multi-year capital improvement program
3. Evaluate capital financing options and provide those alternatives to the County Administrator with recommendations
4. Review County insurance coverage and limits to manage risk
5. Respond to initial insurance claims within 24 hours of receipt
6. Reduce risk through onsite evaluation, safety procedure review and training
7. Provide in-house mail and courier services for both the County and School division

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 556,599	\$ 577,798	\$ 584,338
Operating	400,000	384,000	393,200
Other	<u>(82,616)</u>	<u>(84,316)</u>	<u>(86,016)</u>
Total	<u>\$ 873,983</u>	<u>\$ 877,482</u>	<u>\$ 891,522</u>

**PERSONNEL**

Full-time Personnel	6	6
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Worker's Compensation experience modifier	.80	.65	1.01	.90
Total cost of risk as a % of total budget	.14	.14	.15	.15
Rating issued by Standard and Poor's	AAA	AAA	AAA	AAA

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverage and annual audit services of financial statements. The Working Toward Wellness Program has been moved to Parks and Recreation.

**KEY WORKPLAN ITEMS**

1. Provide full range of accounting services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
2. Prepare the Comprehensive Annual Financial Report
3. Process timely and accurate payroll, including benefit reconciliations and W-2s forms
4. Process timely and accurate vendor payments and 1099 forms
5. Maintain general ledger to show assets, liabilities, income and expenses including monthly and annual financial statements
6. Inventory capital assets
7. Oversee grants to ensure fiscal compliance

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 472,825	\$ 506,502	\$ 506,971
Operating	24,400	31,600	30,500
Capital	-	1,500	-
Received from JCSA, etc.	(372,431)	(371,846)	(371,823)
Total	\$ 124,794	\$ 167,756	\$ 165,648

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Invoices processed	25,385	25,500	25,500	25,500
# Payroll checks issued	30,252	32,000	31,000	31,000
# Purchasing card transactions	15,773	15,500	15,500	15,500

**BUDGET COMMENTS**

This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, Colonial Community Corrections and Regional Juvenile Detention facility. This Division also provides fiscal agent services to the Olde Towne Medical Center and the County's Economic Development Authority. Funds have been included for software maintenance and additional temporary hours for FY2013 to assist with preparation for the audit because of known planned staff absences.

**KEY WORKPLAN ITEMS**

1. Coordinate fair and efficient procurement of goods and services in accordance with regulations and requirements
2. Produce the best value for purchases, researching alternatives to identify the most efficient and cost-effective outcomes
3. Provide professional procurement services to those agencies and groups that the County provides fiscal agent services for, including the Williamsburg-James City County Schools
4. Oversee the County's Purchasing Card program

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 333,634	\$ 322,098	\$ 326,010
Operating	12,600	12,500	12,500
Total	\$ 346,234	\$ 334,598	\$ 338,510

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Solicitations processed (new measure)	New	134	140	140
% Total spent via Purchasing Card	New	18%	18%	18%
\$ Value from disposal of surplus property		New	\$50,000	\$50,000

**BUDGET COMMENTS**

This Division provides procurement services to the School Division as part of a shared services agreement. The reduced budget for FY2013 reflects turnover savings.

**KEY WORKPLAN ITEMS**

1. Assess new and current property at market value to determine real estate tax revenue
2. Provide property information such as sales, maps and values
3. Review and respond to property assessment inquiries
4. Assign addresses and property identification numbers and update records
5. Update property information to reflect transfers, name changes, wills, subdivisions, declarations, and other legal documents recorded at the County Clerk's Office
6. Update data layers for the County's geographic information system

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 575,074	\$ 651,773	\$ 661,678
Operating	\$ 92,600	\$ 76,600	\$ 64,500
Total	\$ <u>667,674</u>	\$ <u>728,373</u>	\$ <u>726,178</u>

**PERSONNEL**

Full-time Personnel	9	10	10
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Parcels assessed	31,930	32,200	32,500	32,800
# Property transfers updated	2,590	2,900	2,900	2,950
% Appeals versus notices sent	5%	5%	5%	5%

**BUDGET COMMENTS**

This budget includes the addition of a GIS Analyst position. Currently, there is one staff member to maintain all of the basic layers in the GIS system, and the workload of maintaining those layers has fallen behind since the elimination of two positions. Postage and other expenses related to the biennial reassessment are reduced in FY2013.

**KEY WORKPLAN ITEMS**

1. Provide and support a computer network that can effectively conduct business with citizens and both public and private entities, including vendors and interested third parties
2. Develop information systems and programs that serve citizens and businesses and other entities and groups working for or within the County
3. Maintain historical records of both governmental and private activities within the County, as required by the Code of Virginia
4. Manage telecom services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
5. Manage and operate the County's Intranet
6. Compose, edit, and format high-quality documents such as correspondence, reports and minutes
7. Provide information using any and all electronic media during emergencies as required by Emergency Management

**BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Personnel	\$ 1,662,561	\$ 1,740,104	\$ 1,756,701
Operating	577,300	584,400	583,500
Capital	214,000	175,200	189,200
Billings to Users	(259,547)	(246,780)	(250,177)
Total	<u>\$ 2,194,314</u>	<u>\$ 2,252,924</u>	<u>\$ 2,279,224</u>

**PERSONNEL**

Full-time Personnel	21	21
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**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Documents managed (Publications Management)	7,936	6,550	6,800	6,800
# Documents scanned/inspected/filmed (Records Management)	224,367	220,000	220,000	220,000
# Requests/programming completed (Telecommunications)	572	500	525	525
# Help desk requests (IT)	2,019	4,000	4,100	4,200

**BUDGET COMMENTS**

The budget reflects telecommunication savings achieved from a new contractual arrangement.

**KEY WORKPLAN ITEMS**

1. Perform Development Management Report Card and Customer Service Survey at the conclusion of each fiscal year
2. Advocate for transportation funding and apply for funding and grant opportunities available for transportation projects to include studies, design, construction and maintenance
3. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events and assist homeowner's associations and other civic organizations in addressing neighborhood concerns
4. Encourage new legislative residential developments to incorporate affordable and workforce housing into their plans either through the Affordable and Workforce Housing Opportunities Policy, proffers, or recently revised ordinances
5. Coordinate annual reviews of the Capital Improvements Plan (CIP) in conjunction with the Policy Committee and Planning Commission to provide priority recommendations to the Board of Supervisors
6. Provide yearly progress updates on the Goals, Strategies, and Actions as guided by the Comprehensive Plan's implementation schedule, in coordination with the specified stakeholders, and present the results through the Planning Commission's Annual Report

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 225,001	\$ 223,639	\$ 227,047
Operating	\$ 27,000	\$ 18,300	\$ 18,400
Total	\$ <u>252,001</u>	\$ <u>241,939</u>	\$ <u>245,447</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Maintain overall customer service satisfaction grade B	B	B	B	B

**BUDGET COMMENTS**

This budget provides for a continuation of the level of service.

**KEY WORKPLAN ITEMS**

1. Improve the community's quality of life by recommending sound land use strategies, encouraging development that preserves the County's character, and ensuring community growth through balanced development practices
2. Review and provide comments on 50 percent of conceptual, site plans and subdivisions within 10 business days of submission and 100 percent within 15 days
3. Complete ordinance revisions as directed by the Board and revise Rural Land Districts in accordance with Board guidance and the Comprehensive Plan
4. Review applications for legislative cases in accordance with the Comprehensive Plan and make recommendations for projects that require approvals from County Boards and Commissions
5. Complete regional comprehensive plan update and incorporate any necessary addendums to the County's 2009 Comprehensive Plan
6. Maintain tracking of completion of special use permit's conditions and rezoning proffers and review site plans and subdivisions for compliance with associated proffers and conditions
7. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events
8. Produce regular population estimates in conjunction with the American Community Survey and provide expertise to develop demographic data when requested
9. Develop a methodology and begin 5-year review of the 2009 Comprehensive Plan

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 780,984	\$ 761,078	\$ 769,124
Operating	177,600	52,700	155,300
Capital	-	1,200	6,200
Total	<u>\$ 958,584</u>	<u>\$ 814,978</u>	<u>\$ 930,624</u>

**PERSONNEL**

Full-time Personnel	10.5	9.5	9.5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% Site plan, subdivision, and conceptual plan applications responded to within 15 days		New	100%	100%

**BUDGET COMMENTS**

This budget includes the elimination of one Planner position and funding is provided in FY2014 to begin the Comprehensive Planning process.

**KEY WORKPLAN ITEMS**

1. Review and provide comments to applicants on conceptual, site plan and subdivision applications within 10 business days of submission to ensure that the proposed applications meet Zoning Ordinances
2. Ensure enforcement of relevant sections of the County Code and Zoning Ordinance by responding with inspection and follow-up contact to zoning and code violations within five business days
3. Review and comment on applications for administrative variances, building and sign permits
4. Assist Board of Zoning Appeals with research and compilation of case information in preparation for hearing of variances and appeals to Zoning Administrator decisions and associated administrative decisions
5. Remove illegally posted temporary signage from County roadways
6. Work in concert with Building Safety and Permits and Housing and Community Development to address unsafe structures in a timely and effective fashion

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 287,535	\$ 306,070	\$ 311,807
Operating	15,300	21,500	20,500
Total	<u>\$ 302,835</u>	<u>\$ 327,570</u>	<u>\$ 332,307</u>

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% Zoning and proffer violations resolved within six months of initial violation	81%	90%	95%	95%

**BUDGET COMMENTS**

Additional funding is included for trash and grass cleanups for zoning violations.

**KEY WORKPLAN ITEMS**

1. Monitor active project and single-family construction sites to ensure that erosion and sedimentation is being managed
2. Educate citizens about protecting the health of our environment including the purpose of the Bay Act program and watershed planning
3. Review and respond to applications for land disturbing and clearing permits within 7 business days
4. Investigate reports of unauthorized erosion and sediment control and Chesapeake Bay activities within 2 business days
5. Review and respond to requests for perennial stream and Resource Protection Areas determinations within 7 business days

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 946,476	\$ 915,943	\$ 928,796
Operating	32,700	43,800	42,200
Capital	-	600	23,000
Total	\$ <u>979,176</u>	\$ <u>960,343</u>	\$ <u>993,996</u>

**PERSONNEL**

Full-time Personnel	13	12	12
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% of Erosion & Sediment, Drainage and Stormwater Plans reviewed within 21 days of receipt	92.9%	80%	90%	90%

**BUDGET COMMENTS**

This budget includes the elimination of one Engineer position. It also reflects the moving of the contract with the Colonial Soil and Water Conservation District from Stormwater to this division.

**KEY WORKPLAN ITEMS**

1. Administer and enforce the Virginia Uniform Statewide Building Codes to protect health, safety and welfare of citizens
2. Review residential and commercial building permit applications and associated plans to ensure compliance with building codes
3. Conduct required building inspections and issue Certificate of Occupancy
4. Assist customers in answering questions related to building code issues in an efficient manner, providing appropriate code research quickly in order to support the citizen's project goals
5. Educate citizens and provide prompt responses to unique and newly adopted building code requirements through in office staff support for walk-in customers, email and phone inquiries, and daily e-subscribe mailings
6. Investigate Building Code violations by responding with inspection and follow up action within 3 business days
7. Assist Board of Building Code Appeals with research and compilation of case information in preparation for hearing
8. Address unsafe structures, in concert with the Fire Department, Zoning Enforcement, and Housing and Community Development, in a timely and effective fashion in order to protect public safety

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 926,917	\$ 943,633	\$ 953,886
Operating	56,100	95,400	106,400
Capital	500	15,300	-
Total	\$ 983,517	\$ 1,054,333	\$ 1,060,286

**PERSONNEL**

Full-time Personnel	13	13	13
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Inspections performed	28,180	28,000	28,000	28,000
# Building permits issued	6,464	6,400	6,400	6,400
% Residential plans returned within 10 working days	91%	95%	97%	97%

**BUDGET COMMENTS**

This budget includes a replacement vehicle and funding for the advertising and removing or securing of unsafe structures under the County's unsafe structure ordinance.

**KEY WORKPLAN ITEMS**

1. Develop work plans, schedules, budgets and status reports to ensure capital projects are on budget and on time
2. Oversee value engineering review and incorporate cost savings
3. Manage project construction contracts to meet specifications
4. Reduce County electricity and natural gas energy usage in County buildings

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 709,463	\$ 811,622	\$ 819,872
Operating	493,640	530,300	514,800
Capital	-	4,500	19,400
Total	\$ <u>1,203,103</u>	\$ <u>1,346,422</u>	\$ <u>1,354,072</u>

**PERSONNEL**

Full-time Personnel	7	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% Capital Projects on budget on time	83%	90%	90%	90%

**BUDGET COMMENTS**

This budget includes the transfer of the Environmental Coordinator from Solid Waste to this budget. It also includes funding in FY2014 for a replacement vehicle and an allocation to look at space needs for both Building B of the County Government Center and the Human Services Center. Utility costs are increased to reflect actual spending and for new streetlight additions.

**KEY WORKPLAN ITEMS**

1. Reduce County electricity and natural gas energy usage in County buildings
2. Repair and perform scheduled preventative maintenance to extend the life of facility HVAC, electrical, and building components
3. Provide staff with training in building automation, sustainability and energy reduction
4. Maintain facilities, totaling 530,643 square feet, for cleanliness and safety

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 1,003,712	\$ 1,059,402	\$ 1,076,581
Operating	1,777,500	1,915,100	1,880,500
Capital	129,300	93,500	104,200
Billing of Joint Activities	(185,365)	(191,646)	(194,976)
Total	<u>\$ 2,725,147</u>	<u>\$ 2,876,356</u>	<u>\$ 2,866,305</u>

**PERSONNEL**

Full-time Personnel	17	18	18
Part-time Personnel	6	5	5

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% Facilities maintenance job orders completed by date customer requested	81%	80%	80%	80%

**BUDGET COMMENTS**

This budget reflects the elimination of a part time custodial position and the increase of a full time Senior Facilities Specialist position with its associated materials and vehicle. The custodial functions have been added to the contract that the County has with the School division as part of shared services. The facilities position reinstates a position previously cut which will allow the County to reinvest preventative maintenance measures that will help to prolong the life expectancy of building equipment and components and increase the safety and security of citizens while in County facilities.

**KEY WORKPLAN ITEMS**

1. Maintain 454 acres of public grounds including schools, facilities and roadways to provide a safe, pleasant environment, including the new facilities at the Police Headquarters, 2 new schools, Norge Depot, and the expanded Greensprings trail
2. Maintain 100 acres of athletic facilities to provide a safe, pleasant environment for outdoor activities
3. Maintain the appearance of medians in high travel corridors.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 971,264	\$ 1,137,649	\$ 1,163,936
Operating	317,000	413,200	433,200
Capital	73,000	153,500	163,000
Billing of Joint Activities	(142,323)	(151,523)	(151,523)
Total	\$ <u>1,218,941</u>	\$ <u>1,552,826</u>	\$ <u>1,608,613</u>

**PERSONNEL**

Full-time Personnel	22	24	24
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% of Grounds Maintenance job orders completed by date customer requested	93%	85%	90%	90%

**BUDGET COMMENTS**

This budget reflects the addition of two grounds personnel and their associated equipment to augment the current two man crew responsible for the County's 60 stormwater maintenance facilities, 47 miles of trails and 27 miles of sidewalks. The result of these additional staff would be to fully maintain the stormwater maintenance facilities as required by the State MS4 permits, trails would receive more timely maintenance and repairs and sidewalks would be maintained on a regular basis instead of only by complaint. Funding is also allocated for the outsourcing of some County sites in order to redirect current staff to the maintenance of medians. Lease funding is provided for sweeping of pavement at County facilities required by the MS4 permit. Motor fuel costs have also been increased based on anticipated per gallon cost increases.

**KEY WORKPLAN ITEMS**

1. Maintain about 900 vehicles and pieces of equipment, including 6 vehicles from Fire Station 1
2. Perform preventative maintenance on vehicles and equipment to extend longevity
3. Track equipment downtime to establish equipment availability goals for public safety and emergency response
4. Adopt methods to reduce petroleum consumption in County Fleet

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 527,914	\$ 555,804	\$ 564,204
Operating	87,300	109,600	100,000
Capital	-	10,500	8,200
Other	240,000	206,700	202,600
Total	<u>\$ 855,214</u>	<u>\$ 882,604</u>	<u>\$ 875,004</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Work orders completed	3,055	3,400	3,200	3,200
% of Work orders completed within 72 hours	67%	70%	70%	70%

**BUDGET COMMENTS**

Funding is included for a software module and equipment costs to allow for bar coding, scanning and reading of inventory parts. Funding for overtime is reduced to reflect actual usage. Funding is also included for a replacement floor cleaner.

**KEY WORKPLAN ITEMS**

1. Manage the County's state stormwater permit activities, including the MS4 permit, the Chesapeake Bay TMDL, and TMDLs on local streams
2. Ensure that at least 90% of publically and privately owned stormwater management facilities are adequately maintained and structurally sound in accordance with approved plans
3. Educate citizens about stormwater management and related water quality, health and safety issues
4. Work with volunteers to protect and improve County waterways
5. Collect and evaluate water quality data and publish an annual report to citizens
6. Respond to a projected 120 citizen requests within two business days and resolve appropriately
7. Develop annual stormwater capital improvement and maintenance program including an inventory of needed improvements
8. Operate County owned stormwater management facilities
9. Provide technical assistance to citizens to encourage individual actions that will improve water

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 317,291	\$ 341,958	\$ 346,020
Operating	<u>159,400</u>	<u>115,200</u>	<u>129,600</u>
Total	<u>\$ 476,691</u>	<u>\$ 457,158</u>	<u>\$ 475,620</u>

**PERSONNEL**

Full-time Personnel	4	4	4
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Citizens served through programs			1,000	1,000
% Citizen requests responded to within 48 hours		85%	85%	85%
# Stormwater treatment facilities in operation			65	65

**BUDGET COMMENTS**

The division continues to manage all stormwater permit activities, stormwater management facilities and stormwater capital improvement and maintenance programs. Operating supplies and materials increase from a reallocation of some of the items previously budgeted in contractual services. Contractual services includes funding for the Turf Love and Garden Love programs, which are highly cost effective nutrient reduction measures that support the County's Chesapeake Bay Total Maximum Daily Load (TMDL) program.

**KEY WORKPLAN ITEMS**

1. Operate three centralized collection sites 170 hours per week for refuse and recycling disposal
2. Manage the County's curbside and household chemical/electronics recycling programs
3. Ensure the closed landfill site complies with State permit requirements

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 345,946	\$ 294,774	\$ 298,837
Operating	1,289,500	1,304,300	1,316,000
User Fees	(188,325)	(245,000)	(245,000)
Total	\$ <u>1,447,121</u>	\$ <u>1,354,074</u>	\$ <u>1,369,837</u>

**PERSONNEL**

Full-time Personnel	6	5	5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Tons of white goods and scrap metal recycled	208	275	275	275
% of Households in curbside recycling	88%	90%	90%	90%
Tons of Household recycling	6,248	6,250	6,300	6,300

**BUDGET COMMENTS**

This budget reflects the transfer of the Environmental Coordinator position to the General and Capital Services department. Funding is included for anticipated increased costs for Landfill post closure monitoring requirements.

**KEY WORKPLAN ITEMS**

1. Serve as second location for services such as collecting taxes and fees for the Treasurer's office, registering and collecting fees for parks and recreation classes and programs, registering vehicles/businesses and collecting fees for the Commissioner of the Revenue, issuing building/accessory permits and collecting fees for Building Safety and Permits, collecting water/sewer payments and setting up new accounts, and registering new citizens as voters
2. Operate as DMV Select Site to provide vehicle services such as vehicle titles and registrations, renewals, issuing license plates, and issuing handicapped parking placards

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 184,332	\$ 194,869	\$ 197,347
Operating	7,800	9,100	9,400
Capital	2,700	1,000	-
Total	\$ 194,832	\$ 204,969	\$ 206,747

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
% Parks & Recreation transactions completed correctly	90%	90%	95%	95%
% Customer satisfaction	90%	95%	95%	98%
% Release of DMV stops/liens/ set-off debt	100%	95%	95%	98%

**BUDGET COMMENTS**

The County receives a portion of the DMV revenues collected at the Satellite Office that offsets a portion of the operating costs. This budget provides for a continued level of service.

**KEY WORKPLAN ITEMS**

1. Educate citizens about healthy behaviors among youth and families utilizing a minimum of two research-based curricula and a minimum of 200 participants
2. Engage youth in 4-H science, engineering, and technology programming for a minimum of six hours in at least one community club, two specialty camps, and two school enrichment programs with a minimum of 400 participants
3. Recruit and retain volunteers through a volunteer events/activities, annual training workshop, and volunteer recognition program
4. Work with other County departments to increase knowledge, skills, and adoption of sound water quality practices based on research-based curricula with a minimum of 400 participants

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Personnel	\$ 41,076	\$ -	\$ -
Operating	<u>8,000</u>	<u>49,800</u>	<u>49,800</u>
Total	<u>\$ 49,076</u>	<u>\$ 49,800</u>	<u>\$ 49,800</u>

**PERSONNEL**

Full-time Personnel	2	0	0
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Youth provided with education programs that increase citizenship, leadership and life skills	1,556	2,000	1,500	1,500
# Citizens receiving financial instruction	78	115	131	131
# Citizens trained in environmental horticulture practices	45	65	500	500

**BUDGET COMMENTS**

This budget reflects the change of Extension employees now totally paid by Virginia Tech and billed for as services to the County. Funding is shifted from personnel to contractual services.

**KEY WORKPLAN ITEMS**

1. Serve as central point of contact for information about volunteering with the County
2. Operate 18 parks and 5 swimming pools at 3 locations to provide diverse recreational opportunities
3. Provide more than 2,000 leisure programs for all ages to include sports, before and after school, swimming, creative arts, and fitness
4. Manage two community centers that house programs, fitness opportunities, and community meeting space
5. Ensure facilities and programs are accessible and affordable to the public through a scholarship program, free times, and affordable fees
6. Preserve and interpret the County's rich history found at Freedom Park
7. Operate 41 miles of trails that support active lifestyles and alternative transportation methods
8. Increase programs at the James River Community Center to serve more citizens in the lower end of the County
9. Respond to the elimination of the 4th grade Learn to Swim program by transitioning to a Neighborhood based program
10. Improve passive park amenities through the implementation of the approved Mid County Park Master Plan

**BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Personnel	\$ 4,154,487	\$ 4,258,099	\$ 4,303,681
Operating	681,200	712,400	700,400
Capital	68,200	75,800	101,200
Total	<u>\$ 4,903,887</u>	<u>\$ 5,046,299</u>	<u>\$ 5,105,281</u>

**PERSONNEL**

Full-time Personnel	49	48	48
Part-time Personnel	14	14	14

**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Programs offered	2,778	2,400	2,300	2,350
Total attendance - programs and facilities	2,568,256	2,150,000	2,150,000	2,175,000
# Households receiving financial aid	148	140	155	165

**BUDGET COMMENTS**

One full time position was eliminated and one vacant position has been reallocated to focus on revitalizing the James River Community Center and to lead new neighborhood based programming. Due to the discontinuation of the 4<sup>th</sup> Grade Learn to Swim Program by the School division, funds have been reallocated for hours needed to run a new Neighborhood Learn to Swim Program to be led by Department staff. Additional hours have been budgeted for park staff to complete playground safety inspections on all park and school playgrounds. Also included in this budget is the operation of a synthetic ice skating rink to be placed and operated during the holiday season in New Town. This new initiative is in partnership with New Town and local businesses, and will provide a new recreational opportunity for local residents while bringing visitors to the popular commerce area. Anticipated revenues from this venture are programmed in addition to new park revenues as a result of the new tree top adventure course in Freedom Park. The Financial Discount Program for low income families has been restructured to more effectively meet the needs of those residents. A scheduled vehicle replacement is funded in FY2014.

**NET COUNTY FUNDING**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Total Budget	\$ 4,903,887	\$ 5,046,299	\$ 5,105,281
Recreation User Fees	\$ <u>(2,496,088)</u>	\$ <u>(2,558,000)</u>	\$ <u>(2,561,000)</u>
Net County Funding	\$ <u>2,407,799</u>	\$ <u>2,488,299</u>	\$ <u>2,544,281</u>

***DESCRIPTION OF SERVICES***

This budget provides for the County's contribution to a number of non-County agencies. Some of these agencies provide services that the County itself would have to assume if the agency were not in place, while others are either mandated by the State or are regional activities.

***BUDGET SUMMARY***

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b><u>Community Services Agencies:</u></b>			
Community Action Agency (CAA)	\$ 62,720	\$ 57,720	\$ 57,720
AVALON Task Force for Battered Women	49,500	49,500	49,500
Housing Partnership, Inc.	60,000	-	-
Historic Triangle Senior Center	34,450	34,450	34,450
Child Development Resources (CDR)	6,500	6,500	6,500
Hospice of Williamsburg	9,000	9,000	9,000
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	17,100	17,100	17,100
Grove Christian Outreach Center	-	5,000	5,000
Peninsula Agency on Aging	8,511	8,511	8,511
Peninsula Center – Independent Living	4,500	4,500	4,500
Williamsburg Meals on Wheels	7,350	7,350	7,350
Historic Triangle Community Services Center	15,000	20,000	15,000
Adult Literacy for Life	3,600	3,600	3,600
Williamsburg Faith in Action	17,500	17,500	17,500
	\$ 314,731	\$ 259,731	\$ 254,731
<b><u>Business and Regional Associations:</u></b>			
Hampton Roads Military & Fed Facilities Alliance	\$ 24,905	\$ 23,037	\$ 23,037
Peninsula Council for Workforce Development	28,306	26,183	26,183
Hampton Roads Partnership (HRP)	5,120	-	-
Peninsula Chamber of Commerce	1,000	-	-
Commission on Homelessness	13,961	13,961	13,961
NASA Aeronautics Support Team	1,000	1,000	1,000
	\$ 74,292	\$ 64,181	\$ 64,181
<b><u>Educational/Environmental:</u></b>			
Thomas Nelson Community College	\$ 97,368	\$ 113,002	\$ 113,002
Hampton Roads Planning District Commission	96,311	91,058	91,058
Williamsburg Arts Commission	55,000	60,000	60,000
Jamestown 4-H Center	3,000	3,000	3,000
Williamsburg Land Conservancy	1,000	1,000	1,000
	\$ 252,679	\$ 268,060	\$ 268,060

***BUDGET SUMMARY, Continued***

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b><u>Public Safety:</u></b>			
JCC Volunteer Rescue Squad	\$ 25,000	\$ 15,000	\$ 15,000
James City - Bruton Volunteer Fire Department	81,000	81,000	81,000
JCB Volunteer Fire Capital Campaign	50,000	-	-
Peninsula Emergency Medical Council	6,374	6,701	6,701
State Forestry Service	4,855	4,855	4,855
High School After Prom Events	600	600	600
Med Flight Program	300	-	-
	<u>\$ 168,129</u>	<u>\$ 108,156</u>	<u>\$ 108,156</u>
Total	<u>\$ 809,831</u>	<u>\$ 700,128</u>	<u>\$ 695,128</u>

***BUDGET COMMENTS***

In previous years, funding for tourism related spending from Room Tax Revenues was reflected here. In FY2013, these funds were reallocated to the Tourism Investment Fund. FY2012 figures have been restated for comparison purposes.

Within **Community Services Agencies**, proposed funding remained level for most agencies. Funding for Housing Partnership, Inc. has been transferred to the Housing and Community Development Fund and will be administered there. An allocation of \$5,000 has been made for the first time to the Grove Christian Outreach Center for an Emergency Financial Assistance program. An increase in funding to the Historic Triangle Community Services Center reflects matching funds for a grant that will be used for HVAC repairs.

Within **Business and Regional Associations**, funding has been reduced for three organizations and funding has not been included for the Peninsula Chamber of Commerce.

Within **Educational/Environmental**, an increase in funding to Thomas Nelson Community College will provide funds for site improvements at the Hampton campus. An increase in funding to Williamsburg Arts Commission reflects a budgeting correction.

Within **Public Safety**, proposed funding for several agencies has been eliminated. The contribution to the JCB Volunteer Fire Capital Campaign was eliminated since renovation of Fire Station 1 has been budgeted in the Capital Improvements Projects Fund.

**PURPOSE**

This budget provides for a contingency reserve to pay for needs caused by unforeseen events falling into three categories: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected service needs; and 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. A negative contingency captures savings created by personnel turnover.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Contingency	\$ 800,023	\$ 815,895	\$ 822,994
Personnel Contingency	(32,036)	(600,000)	(600,000)
Reserve for Compensation	-	-	700,000
Economic Development Incentives	50,000	196,010	152,010
Matching Funds - Grants	200,000	100,000	100,000
Local Aid to State Government	98,200	80,400	80,400
Total	\$ 1,116,187	\$ 592,305	\$ 1,255,404

**BUDGET COMMENTS**

Contingency continues to be budgeted at a level amount. Personnel contingency is budgeted at a level amount to capture personnel turnover savings. Economic Development Incentives are funded for commitments for Enterprise Zone Grants and other incentive commitments. Also included is the amount that will be returned to the State of Virginia that is not allocated specifically to a department. Since County employees have not received a salary increase since FY2009, planning for an increase in FY2014 has begun with a Reserve for Compensation. When the FY2014 plan is revisited, a specific compensation proposal will be presented.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund*****DESCRIPTION OF SERVICES***

The Williamsburg-James City County Public Schools operates as an independent, consolidated school division. The Division operates 15 schools - nine elementary, three middle and three high schools. Funding is received from several sources - local appropriations, State and Federal funds, and charges for certain services. This budget provides for James City County's share of the School Operating Budget and a contribution to Debt Service (repayment of borrowed funds, plus interest) relating to school facilities.

***BUDGET SUMMARY***

<u><b>Breakdown</b></u>	<u><b>FY 12 Adopted</b></u>	<u><b>FY 13 Adopted</b></u>	<u><b>Percent Change</b></u>	<u><b>FY 14 Plan</b></u>	<u><b>Percent Change</b></u>
Local Contribution	\$ 74,250,000	\$ 76,689,505	3.3%	\$ 77,226,057	0.7%
Debt Service	18,000,000	18,000,000	-	18,000,000	-
Salary/Fringes-Board	30,815	30,810	-	30,810	-
	<u>\$ 92,280,815</u>	<u>\$ 94,720,315</u>	<u>2.6%</u>	<u>\$ 95,256,867</u>	<u>0.6%</u>

***BUDGET COMMENTS***

The local contribution in FY2013 increases by \$2,439,505. The contribution to debt service remains the same as in FY2012. Bonded indebtedness for several school projects is projected in FY2013, but additional debt service spending will be absorbed in the Debt Service Fund. See page F-10 for additional details.

The FY2013 funding attempts to fully fund the budget request of the Williamsburg-James City County School Board at an assumed City/County funding split of 9.17%/90.83% for the local contribution. That funding split is expected to be articulated in an amendment to the City/County School contract set to be completed in April of 2012.

The local contribution in FY2014 assumes a modest increase in County funds although larger increases are expected in City and State funding.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund**

County funding is part of a total funding package for the school budget as follows:

<u>Breakdown</u>	FY 12 Budget	FY 13 Budget	Percent Change	FY 14 Budget	Percent Change
County	\$ 74,250,000	\$ 76,689,505	3.3%	\$ 77,226,057	0.7%
City	7,325,478	7,741,114	5.7%	7,965,401	2.9%
	81,575,478	84,430,619	3.5%	85,191,458	0.9%
Other	28,981,596	27,516,779	(5.1%)	28,617,450	4.0%
	\$ 110,557,074	\$ 111,947,398	1.3%	\$ 113,808,908	1.7%
Enrollment	10,671	10,795	1.2%	10,992	1.8%
Spending Per Pupil	\$10,361	\$10,370	-	\$10,354	-

**BUDGET COMMENTS**

Revenues and expenditures for FY2013 increase by 1.3%. Projected enrollment increases over the actual FY2012 enrollment by 124 students.

The City and County have a school funding contract built on the respective share of enrollment in the joint school system. The City shares of funding of local revenues are expected to be as follows:

FY2012	8.98%
FY2013	9.17%
FY2014	9.35%

The City share increases in FY2013 and FY2014 due to an unusual increase in the City's share of the total enrollment. In addition to the funding for the operating budget and for debt service, there are also proposed capital investments for school facilities. Those are shown in Section D of this budget.

***DESCRIPTION OF SERVICES***

The Williamsburg Regional Library consists of two Mobile Library Services vehicles and two buildings - the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street. The Library offers a wide range of materials for adults and children. In addition to books, the Library provides audio books on CD, feature and non-feature videos and DVDs, music CDs, and several specialty collections. The Library also provides access to numerous online computer resources. Librarians are available to assist users at our buildings and remotely via phone, E-mail, or instant messaging. The Mobile Library Services vehicles bring Library resources to community members who cannot access the Library buildings. The Library also provides a homebound service, delivering materials to those unable to take advantage of the Mobile Library Services vehicles. The Library offers an assortment of programs for children and adults, including story times, Library tours, computer classes, and book discussions. The Library hosts the acclaimed Dewey Decibel Concert Series, regular films, exhibits, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. Through formal partnerships with 26 local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

***BUDGET SUMMARY***

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
Regional Library System & Arts Center	\$ <u>4,067,456</u>	\$ <u>4,120,251</u>	\$ <u>4,160,253</u>

Total Regional Library System Budget:

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
County	\$ <u>4,067,456</u>	\$ <u>4,120,251</u>	\$ <u>4,160,253</u>
City	\$ <u>779,369</u>	\$ <u>819,506</u>	\$ <u>840,552</u>
Other	\$ <u>955,338</u>	\$ <u>782,157</u>	\$ <u>988,528</u>
Total	\$ <u>5,802,163</u>	\$ <u>5,721,914</u>	\$ <u>5,989,333</u>

***BUDGET COMMENTS***

The City of Williamsburg and the County have a contractual agreement for the operations of the library system. The contract provides for Library employees to be covered under the County's personnel and pay plans. This budget provides for increased County funding as per the contractual agreement as a result of the change in VRS funding. Other funding for the Regional Library System decreases due to lower State Aid and decreased collections in Library fines and interest earnings.

***DESCRIPTION OF SERVICES***

This activity provides for local contributions to regional entities that the County is a partner.

***BUDGET SUMMARY***

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Regional Jail	\$ 2,090,500	\$ 2,260,631	\$ 2,260,631
Regional Juvenile Detention Center	365,200	352,000	352,000
Williamsburg Area Transit Authority	481,158	505,216	505,216
Colonial Group Home Commission	351,946	380,854	380,854
	<u>\$ 3,288,804</u>	<u>\$ 3,498,701</u>	<u>\$ 3,498,701</u>

***BUDGET COMMENTS***

The County is a member of the Virginia Peninsula Regional Jail Authority, along with the Cities of Williamsburg and Poquoson, and the County of York. The local contribution is the expected cost of County prisoners. That cost will cover all local costs associated with the operations of the Regional Jail, as well as debt service for the facility.

The County is also a member of the Middle Peninsula Juvenile Detention Commission, along with 17 other localities. This budget is based on the projected number of beds that the County will use over the next two years.

Increased funding to the Williamsburg Area Transit Authority reflects the requested level of funding.

The Colonial Group Home Commission is a regional court alternative program that operates Crossroads, community supervision, and electronic monitoring for juveniles.

**DESCRIPTION OF SERVICES**

Included in this service area is the County's contribution to the Peninsula Health District (PHD), a State agency with shared funding. The Department offers a wide range of preventive, diagnostic, and rehabilitative medical and health services to all County residents, regardless of age, sex, race, or income, whenever the need arises. Other clinical services are provided by a not-for-profit corporation, Williamsburg Area Medical Assistance Corporation, also known as the Olde Towne Medical Center. Olde Towne Medical Center is funded by local jurisdictions, the local hospital, local businesses, and the State Health Department. It is staffed by volunteer physicians and paid administrative and nursing staff. WAMAC focuses on family practice to low-income families who have no or limited access for their health care needs.

The Parents as Teachers program, formerly Comprehensive Health Investment Program (CHIP) targets children, birth to age six, and assists in providing access to health care in the community.

The County also contributes funds to Colonial Behavioral Health, a regional agency that provides overall administration and coordination of mental health, mental retardation, and substance abuse programs for Williamsburg, James City County, York County, and Poquoson. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, and special educational and rehabilitation programs for handicapped children. Local funding is shared according to an agreed, predetermined formula. Funding for administrative expenses is based on population, while programmatic funding is based 20 percent on population and 80 percent on current utilization figures.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Colonial Behavioral Health	\$ 854,795	\$ 923,180	\$ 923,180
Olde Towne Medical Center	315,000	315,000	315,000
Public Health Contribution	362,145	337,995	337,995
Parents as Teachers Program	51,070	51,070	51,070
Local Effort	3,600	3,600	3,600
Total Health Services	\$ <u>1,586,610</u>	\$ <u>1,630,845</u>	\$ <u>1,630,845</u>

**BUDGET COMMENTS**

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Olde Towne Medical Center.

**PURPOSE**

This budget records the County's contribution from the General Fund to Other Funds, including the Community Development Fund, Special Projects Fund and the Social Services Fund. This budget also provides funding for debt service payments, including bonds and lease-purchase agreements for nonschool projects.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
Special Projects	\$ 500,000	\$ -	\$ -
Capital Projects	1,818,000	2,000,000	2,000,000
Housing Development	100,000	150,000	150,000
Colonial Community Corrections	34,470	34,470	36,913
Debt Service	4,825,000	2,450,000	2,500,000
Social Services	1,578,400	1,587,616	1,621,590
Comprehensive Services Act	367,426	367,426	367,426
Housing and			
Community Development	433,241	480,059	483,508
Tourism Investment Fund	1,080,000	1,170,000	1,170,000
Total	\$ <u>10,736,537</u>	\$ <u>8,239,571</u>	\$ <u>8,329,437</u>

**BUDGET COMMENTS**

Program details may be found in the separate budgets for these activities found in Sections D (Capital) and F of this budget. Last fiscal year, additional dollars were allocated to the Debt Service Fund to allow the fund balance to act as a shock absorber for this two-year biennium. This allowed the contribution to Debt Service in FY2013 to decrease by \$2,375,000. Even with this reduction of ongoing general fund dollars, the five year plan for Debt Service looks very similar to previous years of planning.



## SECTION D **CAPITAL PROJECTS BUDGET**

Five-Year Capital Improvements Program

## CAPITAL IMPROVEMENT PROGRAM FY2013 - FY2017

### CAPITAL IMPROVEMENT PROGRAM SUMMARY

PAGE		<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	Five Year TOTAL
D - 4	Projected Funding Sources	\$ <b>25,558,900</b>	\$ 5,048,000	\$ 17,115,000	\$ 6,097,300	\$ 6,846,500	\$ 60,665,700
	Projected Capital Investments						
D - 5	Public Safety	<b>7,905,000</b>	660,000	1,410,000	815,000	1,265,000	12,055,000
D - 5	Administrative	<b>265,300</b>					265,300
D - 6	General Services	<b>1,363,740</b>	1,621,000	8,762,000	2,752,000	886,900	15,385,640
D - 8	Parks and Recreation	<b>79,860</b>	953,000	4,222,000	807,000	1,248,000	7,309,860
D - 9	Schools	<b>15,945,000</b>	1,814,000	2,721,000	1,723,300	3,446,600	25,649,900
		<b>\$ 25,558,900</b>	<b>\$ 5,048,000</b>	<b>\$ 17,115,000</b>	<b>\$ 6,097,300</b>	<b>\$ 6,846,500</b>	<b>\$ 60,665,700</b>

### BUDGET COMMENTS

Only the projects and monies identified in FY2013 will be appropriated and committed.

The remaining four years are included for planning purposes only and will be revisited in each annual budget cycle.

## **Capital Improvement Program FY2013 – FY2017**

The James City County Capital Improvement Program (CIP) is a planning and budget tool, which provides information about the County's infrastructure needs for a five-year time frame. The first year of the CIP is the Capital Budget and this first year is actually the only year where funding sources are identified and appropriated to projects. The remaining four years of the CIP list the capital projects identified for implementation, the estimated cost and possible funding sources. Each year the list of projects is reviewed for need, cost, and priority. New projects may be added and other projects deleted.

Generally, Capital Improvements are defined as physical assets, constructed or purchased, that have a useful life of ten years or longer, a cost of \$50,000 or more, and result in a County asset. Projects that meet this definition of a capital improvement are included in this CIP, such as:

- a. New and expanded facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Equipment for any public facility or improvement when first erected or acquired.
- d. The cost of engineering or architectural studies and services relative to the improvement.
- e. The acquisition of land for a community facility such as a school, a park, or for greenspace or conservation purposes.

Funding for the purchase of vehicles or equipment is included in the CIP when they have expected lives of ten years or longer and a cost of \$50,000 or more.

**CAPITAL MAINTENANCE PROJECTS.** Included as a separate component of the Capital Improvement Program are certain items meeting the definition of Capital Improvements, but could just as easily be classified as "maintenance" of either a facility or of a program. Roof repairs and replacement fire trucks are generally shown as "maintenance" projects. School buses, as an example, are budgeted differently depending upon whether they are new buses or are replacements.

**CAPITAL OUTLAY.** The CIP does not include items defined as Capital Outlay. These items, shown within the County's Operating Budget, include such things as furniture, equipment, vehicles, and motorized equipment needed to support the operation of the County's programs. Generally, a Capital Outlay item may be defined as an item valued in excess of \$1,000, but less than \$50,000. A Capital Outlay item would usually have a life expectancy of less than 10 years, but there are items, such as pieces of furniture, that will probably be in use for much longer.

Capital Outlay may also include minor construction projects and facility repairs. If these items can be combined into a project category that would be defined as a Capital Project, then the project would most likely be shown as a Capital Maintenance project.

**COMPREHENSIVE PLAN.** The County's CIP is developed and proposed within the context established by the County's adopted Comprehensive Plan. This Plan is evaluated annually and is the focus of a major review every five years. Components of the Plan include goals, objectives, and strategies in major subject areas such as economics, public facilities, parks and recreation, housing, environment, transportation, community character, and land use.

**PLANNING COMMISSION.** The County's Planning Commission annually reviews the Capital Improvement Program and ranks each non-maintenance project within the context of the adopted Comprehensive Plan. The Commission's Capital Improvement Program rankings are submitted separately to the Board of Supervisors.

## **Capital Improvement Program FY2013 – FY2017**

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**STRATEGIC PLAN.** Each year County departments and agencies review and revise the Strategic Plan that inspire their annual goals, objectives, and work program initiatives for the coming year. Most of the budget impacts of an adopted Strategic Plan are in the Operating Budget, but a few items may end up in the CIP.

**PROJECT COSTS.** The projected costs of each capital project are sometimes the result of detailed engineering studies and sometimes simply educated guesses. The project costs to be funded in the CIP should include all costs relating to design, acquisition, construction, project management, equipment, legal expenses, mitigation of damages, title costs and other land related costs, etc., when such information is available. Each year the CIP may be adjusted as the complete project costs become more firmly known.

**FUNDING DECISIONS.** Funding recommendations by staff to the Board are made based on a variety of information. The total amount of money available, the level of developer contributions or other private funding sources, the availability of grants or Federal and State funds, and the availability of previously appropriated and unobligated funds are all factors that are considered in recommending a funding level. Consistency with either the Strategic Management and Comprehensive Plans, as well as the Planning Commission's priorities, are also considered in the funding recommendation.

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. Debt financing payments are then paid mostly from General Fund contributions. Past trends have been to "stair step" increasing contributions from the operating budget. The change from annual reassessments to reassessments every other year puts most of the funding pressure on the first year of the two-year budget process. For a further discussion of debt financing, please see page F-10.

**SEPARATE CAPITAL IMPROVEMENT PROGRAMS.** Some agencies and/or regional organizations adopt their own Capital Improvement Programs. These include the Virginia Peninsula Regional Jail, the Middle Peninsula Juvenile Detention Commission, the Community Action Agency, the Group Home Commission, and the James City Service Authority. The County's CIP includes items for regional groups, such as the Williamsburg Regional Library or the Williamsburg-James City County Public Schools, where the County is the major funding source.

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources. The FY2013-FY2017 Capital Improvement Program is very lean compared to previous years as capital investments compete with ongoing operations for adequate funding.

## CAPITAL IMPROVEMENT PROGRAM DETAILS

FUNDING SOURCES						Five Year
	FY2013	FY2014	FY2015	FY2016	FY2017	TOTAL
Transfer from the General Fund	\$ 2,000,000	\$ 2,000,000	\$ 2,321,000	\$ 3,025,300	\$ 3,768,500	\$ 13,114,800
Year-End General Fund Balance	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Bond Financing	Bonds	20,000,000		11,734,000	TBD	31,734,000
Jamestown Marina Rental Income		42,000	48,000	60,000	72,000	300,000
VDOT Revenue Sharing Reimbursement		516,900				516,900
	<u>\$ 25,558,900</u>	<u>\$ 5,048,000</u>	<u>\$ 17,115,000</u>	<u>\$ 6,097,300</u>	<u>\$ 6,846,500</u>	<u>\$ 60,665,700</u>

### **BUDGET COMMENTS**

The **Transfer from the General Fund** reflects, for FY2013 and FY2014, a dedication of part of the General Fund's recurring revenue. For the remaining three fiscal years, this projection of revenues from the General Fund also includes an allocation of General Fund revenues that has exceeded spending in the prior year. Only the projects and monies identified in FY2013 will be appropriated and committed. The remaining four years are included for planning purposes only and will be revisited in each annual budget cycle.

**Revenues exceeding spending for FY2012** are anticipated to be \$3 million and the budget proposal includes \$3 million in capital investments for FY2013. That pattern is expected to repeat each year. Although the amount may be different, a projected \$3 million a year is used in this budget forecast.

**Bond Financing** suggests that funds from some kind of borrowing will be used to finance several large projects. The projects where debt financings are proposed are identified with the word "Bonds" in the project description. The County has an excellent bond rating and even with these additional projected borrowings, the amount of debt outstanding declines by FY2014. A more complete discussion of debt financing and debt service spending is shown on page F-10 of this budget. The "TBD" shown in FY2017 relates to middle school/central office plans, as yet undetermined.

	County debt outstanding:			Projected
	Beginning	Borrowed	Retired	Ending
FY2012	199,562,113	7,672,000	14,167,239	193,066,874
FY2013	193,066,874	20,000,000	15,580,305	197,486,569
FY2014	197,486,569	-	16,488,041	180,998,528
FY2015	180,998,528	11,734,000	16,262,695	176,469,833
FY2016	176,469,833		16,333,377	160,136,456
FY2017	160,136,456	TBD	13,788,234	146,348,222

**Rental Income** will be reinvested in the marina property and the **VDOT Revenue Sharing Reimbursement** figure represents a refund of County funds previously dedicated as Revenue Sharing match but unspent. These funds should be received in FY2012 and are being appropriated in FY2013.

## CAPITAL IMPROVEMENT PROGRAM DETAILS

<b>PUBLIC SAFETY</b>		<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>TOTAL</u>
Fire Station No. 1 Renovation/Replacement	Bonds	\$ 6,300,000					\$ 6,300,000
Fire Pumper Replacement - Engine 52		650,000					650,000
Fire Pumper Replacement - Engine 31		650,000					650,000
Medic Unit Replacement - Medic 42		255,000					255,000
One-Ton Pickup - Fire/Police		50,000					50,000
Replace Police/Fire Mobile Data Terminals		\$ 400,000					400,000
Medic Unit Replacement - Medic 12		260,000					260,000
Fire Pumper Replacement - Engine 11			\$ 655,000				655,000
Fire SCBA Equipment Replacements			495,000	\$ 355,000			850,000
Medic Unit Replacement - Medic 31			260,000				260,000
Fire Pumper Replacement - Engine 22				460,000	\$ 205,000		665,000
Squad Truck Replacement - Station 1						550,000	550,000
Medic Unit Replacement - Medic 51						260,000	260,000
Dive Truck Replacement - Station 5						250,000	250,000
		<u>\$ 7,905,000</u>	<u>\$ 660,000</u>	<u>\$ 1,410,000</u>	<u>\$ 815,000</u>	<u>\$ 1,265,000</u>	<u>\$ 12,055,000</u>
<b>ADMINISTRATIVE</b>							
Replace Billing and Collection Software - Treasurer/Commissioner		\$ 650,000					\$ 650,000
Reallocation of existing capital budget balances		(384,700)					(384,700)
		<u>\$ 265,300</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 265,300</u>

### ***BUDGET COMMENTS***

Both the Public Safety and Administrative categories identify vehicles, equipment and systems to replace and upgrade. Fire Station No 1 is the Toano fire station staffed by both paid and volunteer firefighters and emergency medical technicians. Structural flaws in the current foundation, as well as the need to modernize and enlarge the existing fire station, are both designed to be corrected in this project. A lease financing is proposed for the Fire Station project. The Medic Unit 42 replacement is funded by the General Fund contribution which includes funding from the increased ALS/BLS fees.

A proposal to acquire and install a new software system to replace and modernize the billing and collection software currently employed by the Commissioner of the Revenue and the Treasurer has been approved for FY2013. This system will be web-based and allow taxpayers to view, question, appeal and pay their accounts on-line. Existing capital project balances will be reallocated to partially offset the cost.

**CAPITAL IMPROVEMENT PROGRAM DETAILS**

<b>GENERAL SERVICES</b>	FY2013	FY2014	FY2015	FY2016	FY2017	Five Year TOTAL
Winston Terrace Stream Stabilization	\$ 350,000	\$ 233,000	\$ 315,000			\$ 898,000
Brookhaven Neighborhood Drainage Improvements	296,740	635,000		\$ 680,000		1,611,740
Stormwater facility maintenance - public facilities	160,000	215,000	265,000	235,000	\$ 235,000	1,110,000
Solid Waste - Replacement Roll Off Truck	160,000					160,000
Solid Waste - Excavator	95,000					95,000
Roof Replacements - Fleet (FY 2013) and EOC (FY 2016)	85,000			65,000		150,000
Upper Lake Powell Road Drainage Plan	85,000					85,000
Landfill Debris Pad	82,000					82,000
Mill Creek Watershed - Braddock Court Channel Stabilization	50,000					50,000
Government Center Building F HVAC Upgrades Phase II		165,000				165,000
Solid Waste - Replacement Knuckle Boom Truck		150,000				150,000
Government Center Building B Alterations/HVAC		135,000				135,000
Facilities/Grounds Shop HVAC Replacement/Upgrades		88,000				88,000
General Services Operations Building	Bonds		5,684,000			5,684,000
Human Services Center HVAC/Roof	Bonds		2,050,000			2,050,000
LaFontaine BMP Retrofits & Stream Restoration		265,000				265,000
Riverside BMP Retrofit & Stream Restoration		183,000				183,000
Windsor Forest Stream Restoration			400,000			400,000
The Foxes Stream Restoration			254,000			254,000
Grove Outfalls Drainage and water quality Improvements			200,000			200,000
Castling Crossing Stream Stabilization			173,000			173,000
Essex Court Stream Restoration			150,000			150,000
Norge Crossing II BMP Retrofits			150,000			150,000
Toano Drainage and Water Quality Improvements			150,000			150,000
Venture Lane Stream Channel Restoration			125,000			125,000
Cooley Road Drainage Improvement and Stream Stabilizations			120,000			120,000
Pheasants Run Drainage Improvements			50,000			50,000
East Branch Mill Cr Watershed Restoration				471,900		471,900
Yarmouth Tributaries Stream Restoration, Enhancement and BMP				120,000		120,000
Government Center Underground Tank Remediation				60,000		60,000
	<u>\$ 1,363,740</u>	<u>\$ 1,621,000</u>	<u>\$ 8,762,000</u>	<u>\$ 2,752,000</u>	<u>\$ 886,900</u>	<u>\$ 15,385,640</u>

## CAPITAL IMPROVEMENT PROGRAM DETAILS

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### **BUDGET COMMENTS - GENERAL SERVICES**

Stormwater projects focus on maintaining and improving publically-owned stormwater facilities and a targeted implementation of the areas identified as the most in need of improvement in the adopted Watershed Master Plans for Powhatan Creek and Mill Creek. The individual projects in FY2013 and FY2014 were ranked highly by both the Stormwater Program Advisory Committee (SPAC) and the Planning Commission.

Another focus of FY2013 is the County's Solid Waste facilities and programs. Two major and aging pieces of equipment will be replaced and a specially-designed debris pad is proposed to be installed at the County landfill site on Jolly Pond Road. A roof replacement at the Fleet building building is also budgeted in FY2013.

FY2014, in addition to continuing investments in Stormwater facilities, includes three HVAC upgrades - the facilities/shop building on Tewning Road and in Buildings B and F at the County Government Center on Mounts Bay Road. A replacement knuckle boom truck, used to clear and dispose of debris in the County, is also included for FY2014.

A form of bond financing is proposed in FY2015 for, among other facilities, a General Services Operations building and HVAC and roof replacement projects at the Human Services Center on Olde Towne Road. The operations building will house Facilities, Grounds and Stormwater operations staff, equipment and warehouse needs on Tewning Road and will augment the existing Fleet operations building also located on Tewning Road.

Stormwater projects dominate in FY2016 and FY2017 but those that are shown may end up only being placeholders for projects that will need to get done under the EPA and State TMDL (Total Maximum Daily Load) water quality programs. The final form of these mandated improvements, including the costs and timeline to meet the program objectives, has not yet been determined, and debt financing may be difficult since there is little to offer as collateral and a referendum authorizing general obligation bond authority did not pass.

## CAPITAL IMPROVEMENT PROGRAM DETAILS

<b>PARKS AND RECREATION</b>	FY2013	FY2014	FY2015	FY2016	FY2017	Five Year TOTAL
Chickahominy RF Park - water system, facility upgrades	\$ 300,000	\$ 345,000				\$ 645,000
Buy out and renovate JCWCC leased space	285,000					285,000
JCW Community Center HVAC/Sewer and Interior Renovations	249,000	50,000	\$ 77,000	\$ 35,000	\$ 20,000	431,000
Replacement Grounds Equipment - County and School Fields	200,000					200,000
Phase II Jamestown Beach Restoration	194,000					194,000
Warhill Sports Complex Basketball Courts Surfacing/lights/shelters	190,000					190,000
Jamestown Beach Roadway/Restroom Improvements	110,000					110,000
Legacy Hall Ice Rink	95,000					95,000
Jamestown Marina Capital Maintenance - Rental Income Funded	42,000	48,000	60,000	72,000	78,000	300,000
Reallocate Warhill Gymnasium Capital Balance	(1,585,140)					(1,585,140)
Phase III Restoration - Jamestown Beach		245,000				245,000
JCWCC ReRoof Gym and Addition		200,000				200,000
JCWCC Replace Flooring - Fitness room and track		65,000				65,000
Warhill Sports Complex Park operations facility	Bonds			2,100,000		2,100,000
Replace JCWCC Intercom system and resurface pool/whirlpool			85,000			85,000
Jamestown Beach Vermillion House/Gardens Restoration	Bonds			1,900,000		1,900,000
Jamestown Beach topo, road/parking, on-site utilities				500,000		500,000
Hornsby/Blayton field restroom & concession building				200,000		200,000
JCWCC Parking expansion/close Asbury					600,000	600,000
Phase 2 JCWCC Tower site improvements					550,000	550,000
	<u>\$ 79,860</u>	<u>\$ 953,000</u>	<u>\$ 4,222,000</u>	<u>\$ 807,000</u>	<u>\$ 1,248,000</u>	<u>\$ 7,309,860</u>

### **BUDGET COMMENTS**

Capital maintenance projects dominate for Parks and Recreation, including systems that will be upgraded, renovated or replaced. Continued phases of restoration are proposed for Jamestown Beach, although the Department is actively looking for grant funds to supplement County resources.

There are some new facilities proposed, such as an ice rink in New Town near Legacy Hall, which is an FY2013 project. Corporate sponsors are being sought to offset operating costs. An operations building in the Warhill Sports Complex is proposed to be financed in FY2015 and a concession/restroom facility in FY2016 is recommended for the playing fields at Hornsby Middle and Blayton Elementary for community use - these schools have seven lighted fields that are used with some frequency. Debt financing is also proposed to restore the County's Vermillion House and Gardens at Jamestown Beach in FY2015.

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In FY2013, an existing capital project balance, for the Warhill Sports Complex gymnasium, is being reallocated to other Parks projects.

## CAPITAL IMPROVEMENT PROGRAM DETAILS

SCHOOLS		FY2013	FY2014	FY2015	FY2016	FY2017	Five Year TOTAL
Lafayette High HVAC	Bonds	\$ 7,260,000					\$ 7,260,000
Toano Middle HVAC , Roof and Refurbishment	Bonds	4,200,000					4,200,000
James River Elem HVAC	Bonds	2,912,000					2,912,000
Lafayette High Refurbishment		875,000					875,000
Ops Center HVAC		750,000					750,000
Technology - Classroom and Other		900,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	2,900,000
Toano Middle Parking Lot Expansion		320,000					320,000
M Whaley Elem Dry Pipe Sprinkler		188,000					188,000
Blair Sanitary Sewer		100,000					100,000
Energy Efficient Lighting Fixtures		50,000	50,000	50,000			150,000
Jamestown High Refurbishment			1,450,000	1,450,000			2,900,000
James River Elem Roof Replacement				600,000			600,000
Rawls Byrd Elem Gym HVAC				200,000			200,000
M Whaley Elem HVAC/Chiller Aud				200,000			200,000
James River Elem Refurbishment					1,400,000		1,400,000
Baker Elem Refurbishment/Roof Replacement/Masonry Repairs						1,900,000	1,900,000
Stonehouse Elem School Refurbishment						1,400,000	1,400,000
Middle School/Central Office/James Blair Campus	Bonds	<u>\$ 17,555,000</u>	<u>\$ 2,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 1,900,000</u>	<u>\$ 3,800,000</u>	<u>\$ 28,255,000</u>
County share of School Projects (split with City)		<u>\$ 15,945,000</u>	<u>\$ 1,814,000</u>	<u>\$ 2,721,000</u>	<u>\$ 1,723,300</u>	<u>\$ 3,446,600</u>	<u>\$ 25,649,900</u>

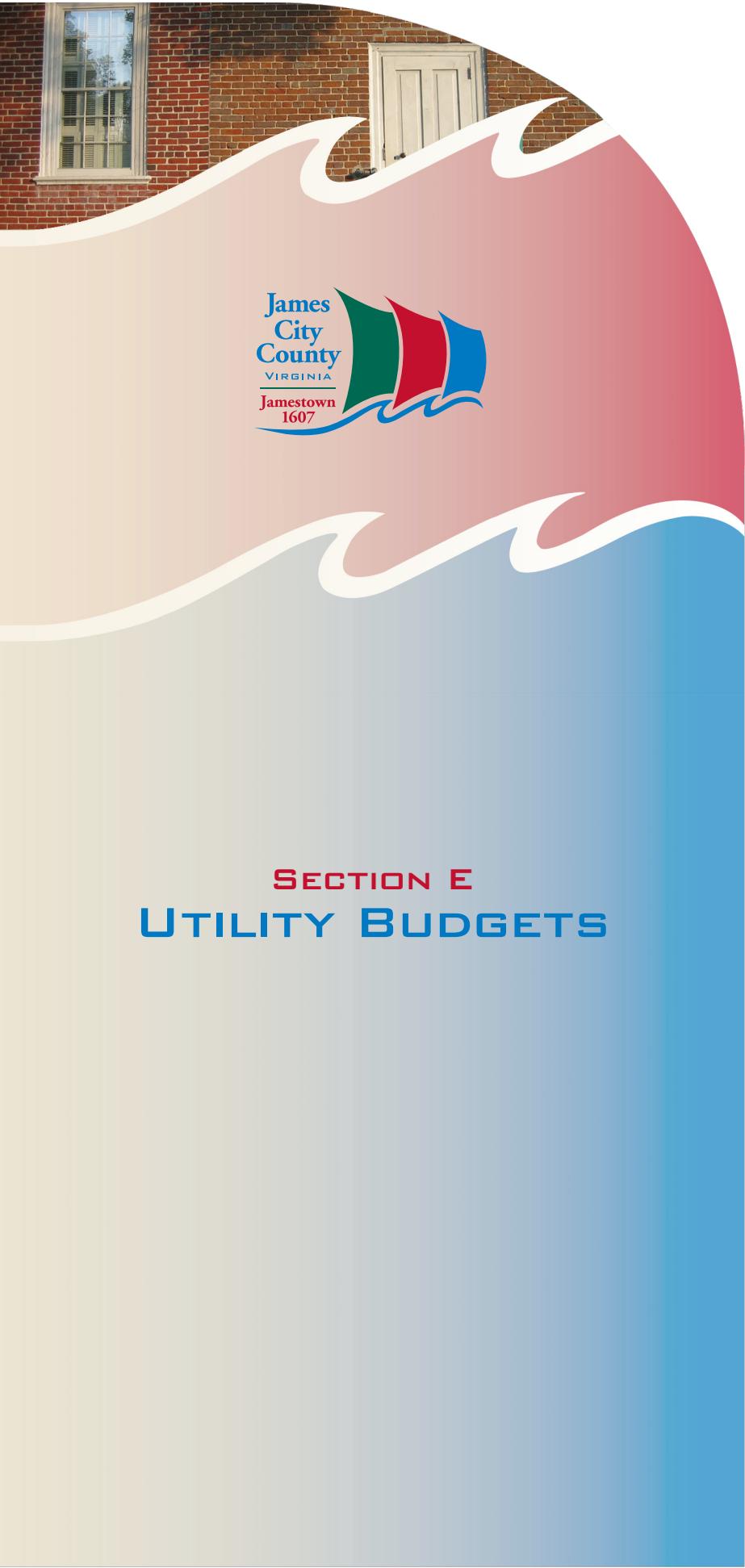
### **BUDGET COMMENTS**

Major HVAC and renovation projects are included for funding in FY2013 and FY2014. Several Capital proposals, including video systems on school buses and building security systems, have been grouped with "Technology" - leaving priorities for these various projects with the Schools.

Refurbishment at Jamestown High School is the other focus of the budgets for FY2014 and FY2015, while the final two years focus on refurbishments at three elementary schools - James River, Clara Byrd Baker and Stonehouse.

One significant project is not included - a request to fund a permanent classroom addition at Berkeley Middle School. Pending a community discussion and conclusion about the optimum size of both middle and high schools, this project is not currently recommended. The City has granted permits for a temporary solution, the installation of mobile classrooms, and the School Board still has the option to re-examine the use of current space and to refine attendance zones to deal with current over crowding.

Discussion continues on a proposal to add middle school capacity and/or alternative space for the central office in FY2017.



## SECTION E UTILITY BUDGETS

## Introduction

The James City Service Authority operates the County's Water and Sewer systems as an enterprise utilizing user fees for operations. Support services in legal, planning, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administration Fund** - The Administration Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds.

**Water Fund** - The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system.

**Sewer Fund** - The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system.

**Capital Improvements Program (CIP)** - The Capital Improvements Program provides revenues and expenses for major water and sewer expansions, replacements, and rehabilitations.

**Debt Service Fund** - Identify spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect assessment of key service rates and charges for FY2013, as follows:

1.	Water Service Retail Rate	Residential: (Per Billing Period)	1st Block < 15,000 gallons	\$2.85 per 1,000 gallons
			2nd Block > 15,000 to < 30,000 gallons	\$3.45 per 1,000 gallons
			3rd Block > 30,000 gallons	\$9.80 per 1,000 gallons
		Commercial:	Flat Rate	\$3.45 per 1,000 gallons
2.	Sewer Service Retail Rate			\$3.22 per 1,000 gallons (15% increase)
3.	Water System Facility Charge	5/8-inch meter		\$500 per bathroom fixture
4.	Sewer System Facility Charge	5/8-inch meter		\$400 per bathroom fixture

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area which is the area designated by the County's Board of Supervisors for the provision of water and sewer services. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs. The Administration Fund allocation formula is based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. The current allocation provides for a ratio of 42 percent from Water Fund and 58 percent from Sewer Fund.

**BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
<b><u>Expenses:</u></b>			
Personnel Expenses	\$ 4,277,590	\$ 4,499,183	\$ 4,547,811
Operating Expenses	1,692,590	1,706,811	1,741,204
Capital Outlay	<u>129,500</u>	<u>144,000</u>	<u>99,500</u>
Total	<u>\$ 6,099,680</u>	<u>\$ 6,349,994</u>	<u>\$ 6,388,515</u>
<b><u>Allocation of Expenses:</u></b>			
Water Fund	\$ 2,561,866	\$ 2,666,997	\$ 2,683,176
Sewer Fund	<u>3,537,814</u>	<u>3,682,997</u>	<u>3,705,339</u>
Total	<u>\$ 6,099,680</u>	<u>\$ 6,349,994</u>	<u>\$ 6,388,515</u>

**PERSONNEL**

Full-Time Personnel	63	63	63
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

Administrative expenses are reimbursed from the operating funds through utility consumption charges, water and sewer inspection fees, billing service charges, and office rent charged to James City County.

The FY2013 Administrative Budget increases 4.1 percent from the FY2012 adopted budget. This increase is due in part to an increase in Virginia Retirement System costs. Other increased costs include health insurance premiums, fuel costs, utilities and insurance for the new Operations Center, three vehicle replacements and one vehicle rehabilitation. The FY2014 Administrative Budget increases 0.6 percent from the FY2013 adopted budget primarily due to expected increases in health insurance premiums and fuel costs.

**PURPOSE**

This Water Fund Operating Budget contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Indirect operating and maintenance costs are reimbursed to the Administrative Fund. Revenue is provided from service charges, interest income, and other miscellaneous items such as inspection fees, plan review charges and rental income.

**KEY WORKPLAN ITEMS**

1. Provide and maintain safe drinking water for residential and commercial customers within Primary Service Area and seven independent water systems, in accordance with Commonwealth of Virginia, Department of Health, permits, standards and regulations
2. Operate and maintain 14 water production facilities and a 5-million-gallon per day brackish groundwater reverse osmosis water treatment facility
3. Educate citizens about water conservation
4. Maintain backflow and cross-connection program that meets Virginia Department of Health Standards and Regulations to prevent contamination of the water system
5. Respond to and repair interruptions to the water production and distribution system 24-hours a day and 7-days a week

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b>Revenues:</b>			
Service Charges	\$ 5,936,373	\$ 6,663,306	\$ 6,714,044
Interest	398,000	132,685	132,685
Miscellaneous	<u>388,983</u>	<u>396,621</u>	<u>397,621</u>
Total	<u>\$ 6,723,356</u>	<u>\$ 7,192,612</u>	<u>\$ 7,244,350</u>
<b>Expenses:</b>			
Admin Fund Allocation	\$ 2,561,866	\$ 2,666,997	\$ 2,683,176
Direct Expenses	2,749,046	3,091,171	2,939,130
Capital Equipment Outlay	23,000	49,500	33,500
Debt Service Fund	1,383,444	1,380,944	1,384,544
PDA Operating Costs	6,000	4,000	4,000
CIP Transfer-Kingswood	-	-	200,000
Total	<u>\$ 6,723,356</u>	<u>\$ 7,192,612</u>	<u>\$ 7,244,350</u>

**PERSONNEL**

Full-Time Personnel	15	15
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Drinking water produced (millions of gallons)	1,904M	2,117M	1,886M	1,914M
Drinking water customers served	19,719	19,979	20,378	20,786
Miles of water pipe maintained	393	399	415	425
% Water (MGD) withdrawal versus DEQ Permit	58.4%	65%	65%	65%
% Water quality samples in compliance	99.8%	100%	100%	100%
% Water service interruptions repaired in 8 hours or less	91.6%	90%	90%	90%

**BUDGET COMMENTS**

This Water Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Water System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve both water quality and reliability.

The FY2013 budget for Water Fund service charges increases 2.4 percent when compared to estimated FY2012 collections. Interest income decreases due to current market conditions and continued conservative expectations for investment returns over the next two years. Direct expenses increase in FY2013 and decrease in FY2014 primarily due to one-time FY2013 water tank maintenance and well abandonment expenses. Utility costs and one vehicle replacement in each fiscal year also contribute to the increase in expenses. In FY2014 there is a transfer to the Capital Improvements Program (CIP) Budget for the Kingswood Subdivision Water Distribution project to offset increased CIP spending on the sewer Consent Order.

**PURPOSE**

This Sewer Fund Operating Budget contains revenues and expenses for operation of the sanitary sewer collection and transmission system. Indirect operating and maintenance costs are reimbursed to the Administrative Fund. Revenues are received from service charges, interest, and miscellaneous items.

**KEY WORKPLAN ITEMS**

1. Provide and maintain wastewater collection services for residential and commercial customers within Primary Service Area in accordance with the Commonwealth of Virginia, Department of Environmental Quality
2. Operate and maintain 77 sanitary sewer lift stations to transmit wastewater to Hampton Roads Sanitation District wastewater treatment facilities
3. Educate citizens about safe ways to dispose of fats, oils and grease
4. Respond to and repair interruptions to the sanitary sewer service collection, lift stations, and transmission system 24-hours a day and 7-days a week
5. Rehabilitate sanitary sewer system in accordance with Virginia Department of Environmental Quality Consent Order

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b>Revenues:</b>			
Sewer Service Charges	\$ 5,186,938	\$ 5,989,783	\$ 6,315,442
Interest	352,000	117,665	117,665
Grinder Pump Charges	209,100	209,100	213,570
Miscellaneous	142,000	142,000	142,000
<b>Total</b>	<b>\$ 5,890,038</b>	<b>\$ 6,458,548</b>	<b>\$ 6,788,677</b>
<b>Expenses:</b>			
Admin. Fund Allocation	\$ 3,537,814	\$ 3,682,997	\$ 3,705,339
Direct Expenses	1,968,724	1,691,291	1,711,118
Grinder Pump Expenses	309,000	313,860	318,720
Capital Equipment Outlay	74,500	20,400	53,500
CIP Transfer-DEQ Consent Order	-	750,000	1,000,000
<b>Total</b>	<b>\$ 5,890,038</b>	<b>\$ 6,458,548</b>	<b>\$ 6,788,677</b>

**PERSONNEL**

Full-Time Personnel

11

11

11

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
Wastewater collected (gallons in millions)	1,598M	1,852M	1,860M	1,892M
Wastewater customers served	21,127	21,476	21,905	22,343
# Grinder pumps maintained	902	898	925	945
# Miles of sewer pipe maintained	419	424	433	443
# Sewer system spills per 100 miles of sewer pipe	2.39	1.0	1.0	1.0
% of Sewer service interruptions repaired in 8 hours or less	96.9%	90%	90%	90%

**BUDGET COMMENTS**

The Sewer Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Sewer System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve wastewater collection and movement reliability.

The FY2013 and FY2014 Sewer Fund service charges increase due to a 15 percent service rate increase in FY2013 and a planned 5 percent service rate increase in FY2014 to begin to fund the sewer infrastructure rehabilitation program requirements of the JCSA's Consent Order with the Virginia Department of Environmental Quality. These funds are shown as a transfer to the Capital Improvements Program Budget under Expenses. Interest income decreases due to current market conditions and continued conservative expectations for investment returns over the next two years. A decrease in the expenses for emergent infrastructure and equipment repairs and maintenance is offset by an increase in the Administrative Allocation. Capital Equipment Outlay decreases in FY2013 with no planned vehicle replacements. One vehicle replacement is planned for FY2014.

**PURPOSE**

The Utility Capital Improvements Program (CIP) Budget provides for the construction and rehabilitation of wastewater systems and water transmission, distribution and supply facilities, to include the engineering and acquisition program for additional water supplies. Other water and wastewater system improvements are financed by accumulated JCSA funds for rehabilitation, replacement, extensions, and expansions.

**BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b><u>Revenues:</u></b>			
Water Facility Charges	\$ 1,927,000	\$ 1,952,200	\$ 1,977,778
Sewer Facility Charges	1,344,000	1,364,160	1,391,443
Water Fund Transfer-Kingswood	-	-	200,000
Sewer Fund Transfer-DEQ Consent Order	<u>                  </u>	<u>750,000</u>	<u>1,000,000</u>
Total Revenue	<u>\$ 3,271,000</u>	<u>\$ 4,066,360</u>	<u>\$ 4,569,221</u>
<b><u>Expenditures:</u></b>			
Water Supply	\$ 1,645,000	\$ 2,113,000	\$ 2,110,000
Water Distribution	-	-	450,000
Sewer System Improvements	1,466,000	1,703,360	1,759,221
Other Projects	<u>160,000</u>	<u>250,000</u>	<u>250,000</u>
Total Expenditures	<u>\$ 3,271,000</u>	<u>\$ 4,066,360</u>	<u>\$ 4,569,221</u>

**BUDGET COMMENTS**

This budget will continue our practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. Funds from an adopted 15% service rate increase in FY2013 and a planned 5 percent service rate increase in FY2014 transfer from the Sewer Fund to begin to provide additional funds for sewer infrastructure rehabilitation program requirements of the JCSA's Consent Order with the Virginia Department of Environmental Quality. This is the first time since the early to mid 1990s that water and sewer service charge revenues are being transferred to the CIP program. Historically, the CIP has been funded by connection fees. Increased expenditures for the Consent Order and reduced connection fees resulting from the economic downturn have made this change necessary. In FY2014, a transfer from the Water Fund builds funding for the Kingswood water system replacement scheduled for FY2017. Facility revenues increase 1.4 percent in FY2013 and 1.6 percent in FY2014 from adopted FY2012 levels.

The FY 2013-FY2017 CIP consists of thirteen separate, but interrelated, segments of the utility program, all of which are important in keeping pace with regulatory requirements and County development. The proposed five-year plan defines an integrated program for the development of each of the thirteen segments along parallel time frames, designed for adequate service to be provided in step with the County Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of the thirteen segments follows with a Summary on page E-10.

**1. WATER SUPPLY (105-100)**

Desalination Plant Equipment Replacement (1155) – This is a capital maintenance project request for the Five Forks Water Treatment Plant (FFWTP). The project consists of replacing reverse osmosis membranes, well pumps and motors and other related equipment as needed. In order to maintain water quality and an appropriate output from FFWTP, membranes must be replaced before failure. There are 720 membranes at approximately \$700 each with associated installation and design expenses. The existing fund balance of \$64,387 is requested to be carried forward in the FY2013 CIP. A total of \$245,000 is requested in both FY2013 and FY2014 to complete the membrane replacement. In order to maintain operational reliability and required output levels at the FFWTP, the \$220,000 balance in FY2013 and FY2014 is requested to replace Well, High Pressure Feed and High Service Pumps and Motors that have reached the end of their service lives.

Project Development Agreement Debt Service (2008) – Debt Service Payments for the Project Development Agreement (PDA) with the City of Newport News are financed from connection fees collected in the Capital Improvement Fund. The funding level is approximately \$1,648,000 annually.

Well Abandonment - This is a capital maintenance project request for the Central Water System. The project consists of the demolition of storage tanks, buildings, structures and related appurtenances at seven lower producing wells scheduled to be abandoned.

**2. WATER DISTRIBUTION (105-110)**

Water Meter Replacement-This is a capital maintenance project request for the Water Distribution System. The project consists of the replacing existing water meters reaching the end of their service lives with the next generation of meter technology to maintain accuracy and efficiency.

Kingswood Subdivision – This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances.

White Oaks/Canterbury Subdivision –This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances. Replacement of this infrastructure will also increase current fire flow capacities.

**3. SEWER SYSTEM IMPROVEMENTS (105-150)**

Sewer System Overflow Report Preparation (2300) - This is a modified project request. The Virginia Department of Environmental Quality (DEQ) has placed localities in the Hampton Roads area under a Consent Order which was effective 9/26/07. The order requires modeling, flow monitoring, sewer system evaluations and other reports. Engineering services are required to supplement in-house efforts in responding to the Consent Order. The existing fund balance of \$1,072,620 is requested to be carried forward in the FY2013 CIP with an additional \$45,000 requested in FY2013 to initiate projects as they are identified.

DEQ Consent Order Sewer System Improvements (2475) – This is a modified project request. The results of the Sewer System Evaluation Survey (SSES) inspections provide locations of sanitary sewer system defects and the construction improvements required to rehabilitate the system. These improvements include rehabilitation and/or replacement of numerous manholes and gravity sewer pipe throughout 48 of 76 Lift Station Basins. These 48 basins equate to approximately 76% of the gravity collection system piping. It is envisioned that these projects will require a significant investment and take approximately 20 years to complete. The existing fund balance of \$2,012,203 is

requested to be carried forward in the FY2013 CIP with an additional \$12,254,581 requested over the next five years to initiate projects as they are identified. This is a rehabilitation project.

DEQ Consent Order Management, Operation, and Maintenance (MOM) – The Virginia Department of Environmental Quality (DEQ) Consent Order, effective 9/26/07, requires that localities develop and implement a MOM Program. The DEQ requires certain MOM activities to be performed on a continuing basis to include such things as easement clearing; gravity sewer pipe and manhole inspection; force main and valve inspection; pump station inspection; flow monitoring and hydraulic modeling; fats, oils, and grease abatement; and repair/replacement/rehabilitation of defective assets. Costs for many of these programs have historically been covered in JCSA's operating budget. Additional funds are now necessary to cover costs of an enhanced program to comply with DEQ's MOM Program expectations.

DEQ Consent Order Capacity Enhancements – The Virginia Department of Environmental Quality (DEQ) Consent Order, effective 9/26/07, requires regional and local assessment of wastewater collection, conveyance, and treatment systems capacities. Localities are responsible for ensuring adequate capacity exists in their individually owned collection and conveyance systems (i.e., gravity sewers, pump stations, and force mains). Hydraulic modeling is underway which will be used to identify capacity deficiencies for a yet to be determined Level of Service. The Level of Service refers to a storm event (i.e., 2-, 5-, or 10-year rainfall recurrence) that the system is expected to adequately accommodate without experiencing a Sanitary Sewer Overflow (SSO). Until the capacity analysis is complete and the Level of Service is selected, capital costs cannot be accurately determined. However, reasonable assumptions can be made that funds need to be set aside in anticipation of the future expenditures.

Lift Station Wet Well Recoating/Rehabilitation (LS 2-6, 1-6, and 2-5) – The wastewater lift station wet wells are exposed to very corrosive atmospheres. The concrete surfaces of the wet well, the metal piping and miscellaneous components must be periodically recoated or replaced as a result of deterioration. During routine cleaning and inspection of the wet wells, it was determined that Lift Stations 2-6, 1-6, and 2-5 exhibited signs of significant deterioration. The concrete surfaces in all three wet wells need to be recoated, the piping in LS 2-6 and 2-5 needs to be recoated, and the piping in LS 1-6 needs to be replaced. This is necessary to extend the useful life of the lift stations and maintain their operational integrity.

#### 4. **OTHER PROJECTS (105-160)**

Heavy Equipment/Trucks (3085) – This project consists of vehicle replacements and an equipment acquisition. In FY2013, a single axle, 2,000 gallon pump and haul truck will be replaced because it has reached the end of its service life (\$50,000). A small mini-excavator will replace a backhoe that has reached the end of its service life. The excavator will minimize environmental impact and provide crews with greater accessibility and maneuvering during excavations (\$50,000). Purchase of a sewer mainline camera will allow excavation crews to continue to locate pipe blockages and failures (\$50,000). In FY2014 the following vehicles will reach the end of their service lives and are scheduled to be replaced: a single axle, crew cab line truck (\$150,000) and a single axle, six ton dump truck (\$100,000). The existing fund balance of \$23,103 is requested to be carried forward in the FY2013 CIP.

Electrical Arc Flash Prevention – This project consists of an Arc Flash Prevention study of the electrical and power generation equipment at approximately 75 lift stations and 25 well facilities. The study is required to meet applicable safety standards and regulations.

**Capital Project Detail**

<u>DESCRIPTION</u>	PREVIOUSLY FUNDED BALANCE							<u>TOTAL</u>
	<u>(MEMO ONLY)</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>		
<b>Water Supply (105-100)</b>								
1155 Desalination Plant Equipment Replacement	\$ 64,387	\$ 465,000	\$ 465,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,680,000	
2003 PDA Debt Service	1,645,000	1,648,000	1,645,000	1,646,000	1,647,000	1,647,000	8,233,000	
XXXX Well Abandonment	-	100,000					100,000	
<b>Subtotal</b>	<b>\$ 1,709,387</b>	<b>\$ 2,113,000</b>	<b>\$ 2,110,000</b>	<b>\$ 1,996,000</b>	<b>\$ 1,897,000</b>	<b>\$ 1,897,000</b>		<b>\$ 10,013,000</b>
<b>Water Distribution (105-110)</b>								
XXXX Water Meter Replacement	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	
XXXX White Oaks/Canterbury	-			2,000,000			2,000,000	
XXXX Kingswood	-	200,000	200,000	200,000	200,000	200,000	800,000	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 2,450,000</b>	<b>\$ 450,000</b>		<b>\$ 3,800,000</b>
<b>Sewer System Improvements (105-150)</b>								
2300 Sewer Systems Overflow Report Preparation	\$ 1,072,620	\$ 45,000					\$ 45,000	
2475 DEQ Consent Order Sewer System Imp	2,012,203	1,383,360	1,459,221	3,200,000	3,200,000	3,200,000	12,442,581	
XXXX DEQ Consent Order Sewer-MOM	-	115,000	300,000	300,000	300,000	300,000	1,315,000	
XXXX DEQ Consent Order Sewer-Capacity	-			1,140,000	1,140,000	1,140,000	2,280,000	
XXXX Lift Station Recoating	-	160,000					160,000	
<b>Subtotal</b>	<b>\$ 3,084,823</b>	<b>\$ 1,703,360</b>	<b>\$ 1,759,221</b>	<b>\$ 3,500,000</b>	<b>\$ 4,640,000</b>	<b>\$ 4,640,000</b>		<b>\$ 16,242,581</b>
<b>Other Projects (106-160)</b>								
3085 Heavy Equipment/Trucks	\$ 23,103	\$ 150,000	\$ 250,000	\$ 180,000			\$ 120,000	\$ 700,000
XXXX Electrical Arc Flash Prevention	-	100,000						100,000
<b>Subtotal</b>	<b>\$ 23,103</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 120,000</b>		<b>\$ 800,000</b>
<b>GRAND TOTAL</b>	<b>\$ 4,817,313</b>	<b>\$ 4,066,360</b>	<b>\$ 4,569,221</b>	<b>\$ 6,126,000</b>	<b>\$ 8,987,000</b>	<b>\$ 7,107,000</b>		<b>\$ 30,855,581</b>

## PURPOSE

The JCSA Debt Service Fund provides for the payment of principal and interest on long-term general obligation debt of the JCSA. The Debt Service Fund provides financing for the Five Forks Groundwater Treatment Facility (FFWTF) and Project Development Agreement (PDA) with the City of Newport News.

**Five Forks Groundwater Treatment Facility.** Revenue Bonds, Series 2003, were issued in 2004 to finance the construction of the FFWTF. In June 2005 the JCSA completed the construction of the 5.0 million gallons per day (mgd) groundwater treatment facility which has reverse osmosis technology to treat water from the Potomac Aquifer. Debt Service for the revenue bonds is for a 15-year period.

Revenues - Contributions from the JCSA's Water Fund are the basic source of revenue.

Expenses - Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Bond payments began in FY2004 and covered approximately nine months of interest, with the first payment made January 15, 2004, in the amount of approximately \$862,675. Future payments are projected to be \$1.4 million annually with the final payment to be made in 2018.

**Project Development Agreement with the City of Newport News.** Revenue Bonds, Series 2008, were issued in 2008 to finance the agreement with the City of Newport News to share the costs of a Regional Water Supply Project. The PDA includes a provision for the JCSA to finance 20 percent of the total project costs and in return will be provided a minimum of 4 million gallons of water per day to meet future water demands. The estimated JCSA cost is \$50 million to be paid in two installments. The first installment of \$25 million was paid in December 2008 and the second installment of \$25 million will be paid in December 2019, if it is determined that the additional water is needed. If the second installment is not made available, water will be reduced to 2 million gallons per day.

Revenues – Contributions from the JCSA's CIP Fund are the basic source of revenue.

Expenses – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,648,000 for FY2013 and \$1,645,000 for FY2014. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

## BUDGET SUMMARY

	FY 12 <u>Adopted</u>	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>
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### Revenues:

Water Fund Contribution	\$1,384,444	\$1,380,944	\$1,384,544
Capital Improvements Program	<u>1,645,000</u>	<u>1,648,000</u>	<u>1,645,000</u>
Total	<u>\$3,029,444</u>	<u>\$3,028,944</u>	<u>\$3,029,544</u>

### Expenses:

Revenue Bonds, Series 2003	\$1,384,444	\$1,380,944	\$1,384,544
Revenue Bonds, Series 2008	<u>1,645,000</u>	<u>1,648,000</u>	<u>1,645,000</u>
Total	<u>\$3,029,444</u>	<u>\$3,028,944</u>	<u>\$3,029,544</u>



## SECTION F **OTHER FUNDS**

Virginia Public Assistance Fund  
Community Development Fund  
Colonial Community Corrections Fund  
Special Projects/Grants Fund  
Tourism Investment Fund  
Debt Service Fund

## Virginia Public Assistance Fund

### **KEY WORKPLAN ITEMS**

1. Provide services to children and adults to protect them from abuse and neglect
2. Provide stable homes for children through foster care and adoption services
3. Assist eligible residents in receiving state sponsored assistance with food, medical coverage and temporary financial assistance
4. Provide job readiness services to promote self-sufficiency to eligible residents by supporting them with assistance for day care, transportation and car repairs, purchase of work related equipment and clothing, dental assistance, emergency needs, and counseling regarding barriers to employment and future goals
5. Facilitate the coordination of community resources/agencies providing safety net services for the safety of vulnerable children and adults
6. Facilitate resources to ensure homelessness services are provided in a coordinated fashion and ensure data is accurately captured to meet all definitions

### **BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b><u>Revenues:</u></b>			
From Federal/State	\$ 4,438,170	\$ 3,634,197	\$ 3,645,451
General Fund	1,578,400	1,587,616	1,621,590
Fund Balance	384,500	384,500	384,500
Grant	<u>34,203</u>	<u>23,983</u>	<u>23,983</u>
Total	<u>\$ 6,435,273</u>	<u>\$ 5,630,296</u>	<u>\$ 5,675,524</u>

### **Expenditures:**

<b>General</b>			
Administration	\$ 3,698,158	\$ 3,738,048	\$ 3,783,276
Public Assistance	1,323,327	1,565,403	1,565,403
Purchased Services	1,258,280	154,837	154,837
Local Non-Reimbursable	104,000	120,500	120,500
Grant Programs	<u>51,508</u>	<u>51,508</u>	<u>51,508</u>
Total Expenditures	<u>\$ 6,435,273</u>	<u>\$ 5,630,296</u>	<u>\$ 5,675,524</u>
Total Local Funding	<u>\$ 1,962,900</u>	<u>\$ 1,972,116</u>	<u>\$ 2,006,090</u>

### **PERSONNEL**

Full-time Personnel	52.5	52	52
Part-time Personnel	4	4	4

## Virginia Public Assistance Fund

### **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
% Timeliness of Food Stamp Applications processed	99%	98%	97%	97%
% Supplemental Nutritional Assistance Program (SNAP) participation	72%	73%	83%	85%
% VIEW participants employed	57%	62%	67%	67%
Timeliness of TANF applications processed	97%	99%	97%	97%
Timeliness of Medicaid applications processed	95%	93%	95%	95%
Timeliness of Medicaid reviews	99%	99%	97%	97%
% Founded cases without recurrence of maltreatment	100%	100%	95%	95%
% Foster children discharged to permanent home prior to 18th birthday	38%	100%	100%	100%

### **BUDGET COMMENTS**

The budget makes funds available for the operation of all Social Services programs. The FY2013 budget reflects the transfer of one half of a position to Housing and Community Development.

Child Day Care payments to vendors will be made directly from the Virginia Department of Social Services and will no longer be included in local allocations. This is due to the implementation of a new child care automation system, the Virginia Case Management System (VaCMS). The system is designed to process child care payments from the state treasurer. Therefore, local agencies will no longer be required to budget federal/state and local dollars for the programs. However, local agencies continue to carry all other responsibilities for this program such as eligibility determination, authorization of payments, and monitoring of all cases.

There is an increase in the Adoption Subsidy program based on the impact of recent child welfare policy changes which allows additional daily supervision expenses to be paid from this fund. Adoption Subsidy is 100% Federal/State funded and does not require a local match.

This budget does not contain the estimated more than \$32.4 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and the programs include SNAP, Medicaid, Refugee Assistance, FAMIS, Energy Assistance, and Temporary Assistance to Needy Families (TANF).

The Division of Social Services seeks to maintain quality services, maximize Federal and State revenues, and work with other community resources to insure that the needs of our most vulnerable citizens are met. Employees are actively participating in a number of community wide endeavors to deal with the increased demand for health and human services.

## Community Development Fund

### **KEY WORKPLAN ITEMS**

1. Assist low and moderate income citizens in obtaining and maintaining decent, safe, and sanitary affordable housing
2. Identify housing needs of low and moderate income residents and utilize proffered funds, to support the workforce of the County and other residents with critical housing problems
3. Obtain and manage grants and other resources to upgrade housing, public facilities, infrastructure, land development and environmental quality in low- and moderate income neighborhoods
4. Collaborate with private and non-profit organizations to build or rehabilitate affordable housing
5. Assist residents in unsafe structures to make repairs or relocate in order to establish safe living conditions

### **BUDGET SUMMARY**

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b><u>Revenues:</u></b>			
County Contribution			
Administration	\$ 433,241	\$ 420,059	\$ 423,508
Housing Fund	100,000	100,000	100,000
Assistance to Residents in Unsafe Structures	-	50,000	50,000
Housing Partnership, Inc.	-	60,000 <sup>3</sup>	60,000
Federal, State & Other Grants			
Section 8 Housing			
Choice Voucher	1,370,000	1,300,000 <sup>1</sup>	1,300,000
Homeless Intervention	149,231	149,231 <sup>2</sup>	149,231
Indoor Plumbing/Rehab.	160,000	160,000	160,000
Emergency Home Repair	12,236	12,236	12,236
Forest Heights CDBG /Neighbors Drive Planning Grant	*	30,000	1,070,000
Energy Efficiency and Conservation Block Grant	**	**	**
Climate Showcase			
Communities Grant	***	***	***
Program Income	300,000	107,000	100,000
Fund Balance	200,000	737,000 <sup>4</sup>	720,573 <sup>5</sup>
Total Revenues	<u>\$ 2,724,708</u>	<u>\$ 3,125,526</u>	<u>\$ 4,145,548</u>
<b><u>Expenditures:</u></b>			
Personnel Expenses	\$ 674,544	\$ 641,134	\$ 648,064
Operating Expenses	45,500	54,612	54,112
Housing & Comm. Dev. Programs	<u>2,004,664</u>	<u>2,429,780</u>	<u>3,443,372</u>
Total Expenditures	<u>\$ 2,724,708</u>	<u>\$ 3,125,526</u>	<u>\$ 4,145,548</u>

## Community Development Fund

\* Multi-year grant funds carry forward through April 12, 2012. \*\* Multi-year grant funds carry forward through December 31, 2012.  
\*\*\*Multi-year grant funds carry forward through January 12, 2013.

1. Budget reflects estimated Federal reductions.
2. HIP funding anticipates a two-year grant with level funding.
3. HPI repair of distressed JCC stock housing
4. Funding for Program Match and undergrounding of utilities in Forest Heights (CDBG)
5. Match funding for Neighbors Drive CDBG Project

### **PERSONNEL**

Full-time Personnel	9.5	9	9
Part-time Personnel	1	1	1

### **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Projected</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
# Households assisted	243	265	148	148
# Homes rehabilitated or replaced	0	6	4	8
# New affordable housing completed	5	30	1	2

### **BUDGET COMMENTS**

The FY2013 Community Development Fund Budget makes available funds for continued operation of the County-wide low-and moderate-income housing programs and neighborhood revitalization projects. The FY2013 Housing Fund appropriation, as well as most of the program income and fund balance appropriation, will be used to match Community Development Block Grant funds committed to the Forest Heights Neighborhood Improvement Project.

Also included in program spending is the \$60,000 allocation to Housing Partnerships, Inc. (HPI) as this office will continue to work with HPI to target these dollars to James City County homes in need. An allocation of \$50,000 is also funded to assist residents in unsafe structures. This budget also reflects the transfer of one half of a position from Social Services and the elimination of a position since a Federal grant has ended.

Not included in these budgets are Federal and State loan and grant funds that are provided to first-time homebuyers though the County's participation in the Hampton Roads Regional Loan Fund Partnership.

## Colonial Community Corrections

### KEY WORKPLAN ITEMS

1. Develop and implement a long-term criminal justice plan that assists in safeguarding the community
2. Provide alternatives to incarceration to local responsible offenders and defendants awaiting trial
3. Provide pre-trial services to ensure accurate information is received by the court systems on individuals awaiting trial so informed decisions can be made about pre-trial release and supervision
4. Provide post-trial services to offenders; re-entry programs for those being released from jail; and substance abuse counseling to offenders identified with substance abuse disorders

### BUDGET SUMMARY

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<b>Revenues:</b>			
From Federal/State	\$ 744,514	\$ 735,514	\$ 735,514
General Fund	34,470	34,470	36,913
Supervision Fees	48,099	57,474	57,474
Williamsburg Community Health Foundation	40,000	40,665	40,665
York County Grant	70,821	-	-
Other Locality Contributions	70,234	80,244	84,586
Total	\$ 1,008,138	\$ 948,367	\$ 955,152

### Expenditures:

General			
Administration	\$ 932,341	\$ 890,331	\$ 897,116
Direct Services	35,797	17,371	17,371
Grants	40,000	40,665	40,665
Total Expenditures	\$ 1,008,138	\$ 948,367	\$ 955,152

### PERSONNEL

Full-time Personnel	12	11	11
Part-time Personnel	3	3	3

### PERFORMANCE MEASURES

	FY 11 Actual	FY 12 Projected	FY 13 Adopted	FY 14 Plan
# Probation placements	1,222	1,300	1,300	1,300

## **Colonial Community Corrections**

### **BUDGET COMMENTS**

The overall FY2013 budget reflects a net decrease due to the expiration of a grant that will not be renewed. Revenue from Other Locality Contributions was increased to offset increases in health insurance and VRS contributions. The adopted FY2013 budget also includes an increase in Supervision Fees from \$65 to \$80.

Colonial Community Corrections (CCC) serves the Counties of James City, York, Charles City, New Kent and the Cities of Williamsburg and Poquoson. In addition to providing community-based probation, pretrial services and re-entry services, CCC serves as staff to the Criminal Justice Board. The Colonial Community Criminal Justice Board (CCCB) is comprised of key criminal justice and community stakeholders and follows the mandates provided by the *Code of Virginia*. James City County has served as the Fiscal Agent and Project Administrator for CCC since inception. Because of these fiscal and administrative responsibilities, the CCC budget is included as a Special Revenue fund of the County. The other localities provide local funding in support of administration, operations, and the Criminal Justice Planner position.

The Criminal Justice Action Plan for FY 2010-FY2013 was approved by the CCCJB in December 2009 and submitted to the Department of Criminal Justice Services. The plan details the activities of the Board and CCC. CCC under the guidance of the CCCJB seeks grants to provide services not supported with state and local funding. Grant funding has provided for services targeting domestic violence, substance abuse treatment and re-entry services.

Local community-based probation and pretrial agencies were created in 1995 by the Comprehensive Community Corrections Act and Pretrial Services Act. Local probation programming was created to provide an alternative to incarceration for persons convicted of a misdemeanor or a non-violent felony for which sentences would be 12 months or less in a local or regional jail. Local probation programs give courts the option of assuring that these types of offenders are held accountable without resorting to the use of institutional custody. Pretrial services provide defendant background information and recommendations that assist judicial officers (judges and magistrates) in determining or reconsidering terms and conditions of bail. Pretrial services also provide assurances that defendants will comply with other conditions when released to the custody of the agency through the provision of supervision as a term of bail.

Colonial Community Corrections Transitional Services (CCCTS) continues to provide post-incarceration transitional services to state and local responsible misdemeanants and felons who are placed on probation supervision upon release into the community and also for ex-inmates released to the community without supervision plans.

Substance abuse services are provided to clients living in the community through a grant from the Williamsburg Community Health Foundation that provides group and individual counseling.

Programs and services are designed and delivered using Evidence Based Practices which are researched principles and practices for the adult offender population targeting crime-producing attributes such as antisocial behavior, values, and beliefs and uses pro-social modeling to help the offenders become productive citizens in the community. Services provided in the community are cost effective as they serve as an alternative to incarceration.

## Special Projects/Grants Fund

### PURPOSE

The County Special Projects/Grants Fund was created to account for projects and specific revenue sources, including grants and any other funds that may require continuing appropriation or special accounting treatment. Additional funds and program appropriations may occur during the year as the County qualifies for other grant funds.

### BUDGET SUMMARY

	FY 12 Adopted	FY 13 Adopted	FY 14 Plan
<u>Revenues:</u>			
General Fund Non Departmental	\$ 500,000	\$ -	\$ -
Road Match - Developer Contribution	500,000	-	-
Road Match - James City Service Authority	100,000	-	-
Local Emergency Management Planning Grant	-	34,692	34,692
Comprehensive Services Act (CSA)	319,300	319,300	319,300
CSA Local Match-General Fund	367,426	367,426	367,426
CSA School Share	<u>112,000</u>	<u>112,000</u>	<u>112,000</u>
Total	<u>\$ 1,898,726</u>	<u>\$ 833,418</u>	<u>\$ 833,418</u>
<u>Expenditures:</u>			
Comprehensive Services Act	\$ 798,726	\$ 798,726	\$ 798,726
Local Emergency Management Planning Grant	-	34,692	34,692
VDOT Revenue Sharing Road Match			
Centerville/Richmond Road Intersection	500,000	-	-
Tewning Road	100,000	-	-
York River Watershed Management Plan	200,000	-	-
Mill Creek Stream Restoration	150,000	-	-
Drainage Improvements - James Terrace	100,000	-	-
Grants - Flood Mitigation	<u>50,000</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 1,898,726</u>	<u>\$ 833,418</u>	<u>\$ 833,418</u>

### PERSONNEL

Full-time Personnel	3	3	3
Part-time Personnel	1	2	2

## **Special Projects/Grants Fund**

### **BUDGET COMMENTS**

Comprehensive Services Act (CSA) funding for children with special needs remains level from FY2012.

This fund includes three full-time positions with benefits and one part-time position with benefits for the Commonwealth Attorney's office. In addition, the budget reflects the establishment of a new part-time position with benefits for the Emergency Management office using funds from an annual Local Emergency Management Planning Grant. Renewal of the grants funding these positions is expected and actual grant appropriations will be submitted as the grants are awarded.

## Tourism Investment Fund

### **PURPOSE**

The Tourism Investment Fund was created to make investments in venues, sponsor special events, and develop beautification projects, regional marketing initiatives and other programs and projects that would strive to attract visitors to James City County.

### **BUDGET SUMMARY**

	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>
<b><u>Revenues:</u></b>			
Additional \$2 Per Night Room Tax	\$ 700,000	\$ 650,000	\$ 650,000
General Fund - from Room Tax Revenues	<u>1,080,000</u>	<u>1,170,000</u>	<u>1,170,000</u>
Total	<u>\$ 1,780,000</u>	<u>\$ 1,820,000</u>	<u>\$ 1,820,000</u>
<b><u>Expenditures:</u></b>			
Williamsburg Area Destination & Marketing Committee - \$2 tax	\$ 700,000	\$ 650,000	\$ 650,000
Williamsburg Area Chamber & Tourism Alliance	650,000	650,000	650,000
Historic Triangle Regional Collaborative	6,650	6,500	6,500
Jamestown-Yorktown Foundation	71,000	115,000	115,000
Preservation Virginia	62,350	40,500	40,500
Virginia Arts Festival	10,000	10,000	10,000
Christmas Town Promotion	100,000	100,000	100,000
LPGA Annual Promotion	-	70,000	50,000
Tourism Activities	<u>180,000</u>	<u>178,000</u>	<u>198,000</u>
Total Expenditures	<u>\$ 1,780,000</u>	<u>\$ 1,820,000</u>	<u>\$ 1,820,000</u>

### **BUDGET COMMENTS**

The Additional \$2 Per Night Room Tax revenue is passed through to the Williamsburg Convention/Visitors Bureau for marketing by the Williamsburg Area Destination and Marketing Committee (WADMC).

Room Tax Revenues represent 60 percent of expected room tax receipts, which are specifically allocated to tourism. In FY2013, the budget includes funding for Christmas Town Promotion at Busch Gardens and LPGA Annual Promotion for the golf tournament held at Kingsmill which will be held twice in FY2013. An increase in the allocation to the Jamestown-Yorktown Foundation will sponsor gallery preparation and exhibit fabrication for the Jamestown Settlement Special Exhibition: "Revolutionary Virginia: The Jamestown Connection." Funding for Preservation Virginia will sponsor the Jamestown Adventures Project and three exhibitions. In addition to the allocations listed above, a portion of Room Tax Revenues has been set aside for additional tourism-related activities.

## Debt Service Fund

### **PURPOSE**

The County Debt Service Fund provides for the payment of principal and interest on long-term debt of the County. These payments of principal and interest, known as "debt service", are usually made over 20- or 25-year term before the bonds are fully repaid. James City County's debt is currently rated AAA by both Standard and Poor and Fitch and Aa1 by Moody's. These outstanding bond ratings translate into lower interest costs and expanded flexibility for the County as it considers future borrowings.

### **BUDGET COMMENTS**

**Fund Balance** – Money has previously been set aside to act as a shock absorber when new debt or debt service payments are incurred. In FY2013, the Fund Balance also acts as a shock absorber for the General Fund, where a combination of lowered assessments on real property and higher costs of the Virginia Retirement System, among others, have conspired to challenge existing fiscal resources in FY2013 and FY2014. A longer term fiscal management effort by the Board in prior years allows for the use of these funds without drawing down on the County's reserve fund. A significant decline in debt service payments in FY2016 also allows flexibility going forward.

**Revenues** - Primarily funded by a combination of existing funds and contributions from the County's General Fund, where a combination of lowered assessments on real property and higher costs.

**Expenditures** - Annual debt service payments for existing indebtedness are shown as expenditures. Although shown for five years, only the amounts shown in FY2013 will be appropriated. In addition, shown in italics, are debt service estimates for three possible new bond issues:

FY2013	\$20,000,000	Replace and enlarge Fire Station 1 (Toano), HVAC at James River Elementary and Lafayette High Schools, HVAC/Roof/Refurbishment at Toano Middle School
FY2015	\$11,734,000	General Services headquarters building, the Warhill Sports Complex operations facility, HVAC/roof at the Human Services Center, and restoration of the Vermillion house and gardens
FY2017	TBD	Placeholder for middle school/central office needs; project is not yet clearly defined.

County debt outstanding:

	<u>Beginning</u>	<u>Borrowed</u>	<u>Retired</u>	<u>Projected Ending</u>
FY2012	\$199,562,113	\$ 7,672,000	\$14,167,239	\$193,066,874
FY2013	193,066,874	20,000,000	15,580,305	197,486,569
FY2014	197,486,569		16,488,041	180,998,528
FY2015	180,998,528	11,734,000	16,262,695	176,469,833
FY2016	176,469,833		16,333,377	160,136,456
FY2017	160,136,456	TBD	13,788,234	146,348,222

## Debt Service Fund

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>BEGINNING FUND BALANCE</b>	\$16,045,435	<b>\$14,945,005</b>	\$10,489,572	\$ 5,774,624	\$ 2,315,580	\$ 442,406
<b>REVENUES</b>						
General Fund - Schools	\$18,000,000	<b>\$18,000,000</b>	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000
General Fund - Other	4,825,000	<b>2,450,000</b>	2,500,000	3,800,000	5,100,000	6,400,000
	\$22,825,000	<b>\$20,450,000</b>	\$20,500,000	\$21,800,000	\$23,100,000	\$24,400,000
Build America Bonds	227,750	<b>223,301</b>	218,018	211,620	204,331	195,791
Investment Income	50,000	<b>20,000</b>	20,000	10,000	5,000	20,000
	\$23,102,750	<b>\$20,693,301</b>	\$20,738,018	\$22,021,620	\$23,309,331	\$24,615,791
<b>AVAILABLE FUNDS</b>	<b>\$39,148,185</b>	<b>\$35,638,306</b>	\$31,227,590	\$27,796,244	\$25,624,911	\$25,058,197
<b>EXPENDITURES</b>						
VPSA 1992	\$ 134,275	<b>\$ 128,025</b>				
VPSA 1994	247,641					
VPSA 1997	1,555,045	<b>1,558,420</b>	\$ 1,557,480	\$ 1,557,760	\$ 1,558,980	\$ 1,565,720
VPSA 1999	1,501,123	<b>1,504,653</b>	1,500,333	1,503,003	1,500,844	1,503,496
VPSA 1999B	90,585	<b>87,188</b>	83,678	80,093	76,470	72,810
Radio System 2003	1,375,013	<b>1,375,841</b>	1,375,475	1,375,867	1,374,874	1,375,448
2003 GO Refunding	2,665,150	<b>2,647,875</b>	2,667,625	2,680,375		
2005 School GO	2,730,708	<b>2,729,083</b>	2,729,083	2,730,395	2,727,548	2,717,388
Warhill Complex 2006	1,682,456	<b>1,699,456</b>	1,702,056	1,698,056	1,702,565	1,702,819
Parks 2006 GO	1,744,313	<b>1,702,313</b>	1,660,313	1,618,313	1,576,313	1,523,813
School Const 2006	8,381,250	<b>8,141,750</b>	7,902,250	7,662,750	7,423,250	7,183,750
Police Bldg 2009	1,215,715	<b>1,213,003</b>	1,207,909	1,199,628	1,193,803	1,184,403
Refunding 2010	632,225	<b>609,700</b>	589,900	563,000	2,907,975	
Radio System 2010	155,258	<b>155,258</b>	155,258	162,369	162,369	162,369
QSCB VPSA 2011	50,000	<b>50,000</b>	50,000	50,000	50,000	50,000
Pub Facilities 2011	42,423	<b>806,169</b>	791,606	776,055	761,514	746,874
<i>Fire/Schools 2013</i>		<b>740,000</b>	1,480,000	1,480,000	1,480,000	1,480,000
<i>Public Facilities 2015</i>				343,000	686,000	686,000
<i>Middle School/Central Office 2017</i>					<i>TBD</i>	
	\$24,203,180	<b>\$25,148,734</b>	\$25,452,966	\$25,480,664	\$25,182,505	\$21,954,890
<b>ENDING FUND BALANCE</b>	<b>\$14,945,005</b>	<b>\$10,489,572</b>	\$ 5,774,624	\$ 2,315,580	\$ 442,406	\$ 3,103,307

## Projected Five-Year Operating Budgets

REVENUE	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
General Property Taxes	\$108,915,620	\$108,120,000	\$109,645,000	\$114,031,000	\$116,311,000	\$120,963,000
Other Local Taxes	17,700,000	19,050,000	19,250,000	20,405,000	21,629,000	22,927,000
Licenses, Permits and Fees	6,377,000	7,245,000	7,413,000	7,561,000	7,712,000	7,866,000
From the Commonwealth	24,871,600	25,513,000	25,850,000	26,367,000	26,894,000	27,432,000
Charges for Current Services	4,738,600	5,080,000	5,150,000	5,273,000	5,378,000	5,486,000
Other Revenue	1,270,180	622,000	622,000	800,000	850,000	900,000
	<b>\$163,873,000</b>	<b>\$165,630,000</b>	<b>\$167,930,000</b>	<b>\$174,437,000</b>	<b>\$178,774,000</b>	<b>\$185,574,000</b>
<b>EXPENDITURES</b>						
Contribution to Schools	\$ 74,250,000	\$ 76,689,500	\$ 77,228,000	\$ 79,700,000	\$ 82,250,000	\$ 84,882,000
Operating Departments	49,987,000	52,128,000	53,104,000	55,332,000	57,103,000	58,930,000
Outside Agencies	14,299,000	13,770,500	13,843,000	14,284,000	14,741,000	15,213,000
Capital Projects	1,818,000	2,000,000	2,000,000	2,321,000	3,025,300	3,768,500
Debt Service	22,825,000	20,450,000	20,500,000	21,800,000	23,100,000	24,400,000
Other Spending	694,000	592,000	1,255,000	1,000,000	1,000,000	1,000,000
	<b>\$163,873,000</b>	<b>\$ 165,630,000</b>	<b>\$167,930,000</b>	<b>\$174,437,000</b>	<b>\$181,219,300</b>	<b>\$188,193,500</b>
Necessary Reductions and/or Additional Revenue Needed					<b>\$ 2,445,300</b>	<b>\$ 2,619,500</b>

### **ASSUMPTIONS**

FY2012, FY2013 and FY2014 reflect the budgets for those years included in this budget.

Real property revenues increase 4% in reassessment years (FY2015 and FY2017) and 2% in the year (FY2016) without a reassessment. Other local taxes are projected to grow by 6% a year while the other major categories are projected to grow 2% a year.

Operating spending is projected to grow by 3.2% a year for Schools and Outside Agencies - the estimated annual growth in population. After a 4.2% growth in FY2015, spending in operating departments is expected to increase by the 3.2% annual increase in population.

Debt Service and Capital Spending show the planned investments shown in Section D and on Page F-10 in this budget.

Projected spending exceeds projected revenues beginning in FY2016 primarily due to the absence of a reassessment of real property values in FY2016, which reduces the expected revenue growth from the largest revenue source (real property taxes) that the County is authorized by State law to impose.



## SECTION G

# SUPPLEMENTARY INFORMATION

<b>Budgeted Employment Data</b>		<b>All Funds</b>							(Seasonal Workers Excluded)		
<b>DEPARTMENT</b>		<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Accounting	F/T	8	8	9	9	9	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	3	3	3	3	3	2	2	2	2	2
	P/T	0	0	0	0	0	1	0	1	1	1
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	1
	P/T	0	0	0	0	0	0	0	0	0	0
Building Safety and Permits	F/T	17	18	20	21	19	15	13	13	13	13
	P/T	2	1	1	0	0	0	1	1	1	1
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	12	12
	P/T	2	2	2	2	2	2	1	1	1	1
Commissioner of the Revenue	F/T	11	11	13	13	13	12	11	11	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	8	8	9	9	9	9	9	9	9	9
	P/T	1	1	0	0	0	0	0	0	0	0
Communications	F/T	5	6	7.5	7.5	6.5	6.5	7.5	7.5	7.5	7.5
	P/T	0	0	0	0	0	0	0	0	0	0
Community Services	F/T	5	5	4	4	3	3	0	0	0	0
	P/T	1	1	1	1	1	1	0	0	0	0
Cooperative Extension Service	F/T	2	2	2	2	2	2	2	2	0	0
	P/T	1	1	1	1	1	0	0	0	0	0
County Administration	F/T	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
County Attorney	F/T	4.5	4.5	5	5	5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	4.5	4.5	3.5	4.5	2.5	2.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	3	3	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0
Emergency Communications	F/T	25	25	27	27	27	27	26	26	26	26
	P/T	2	2	0	0	0	0	0	0	0	0
Emergency Management	F/T	1	1	1	2	2	2	2	3	3	3
	P/T	1	1	1	0	0	0	0	0	0	0
Engineering and Resource Protection	F/T	11	13	15	15	15	14	12	13	12	12
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	20	19	18	19	19	18	17	17	18	18
	P/T	11	11	6	6	6	6	6	6	5	5
Financial and Management Services	F/T	7	7	7	7	7	7	7	6	6	6
	P/T	0	0	0	0	0	0	0	0	0	0

Budgeted Employment Data			All Funds				(Seasonal Workers Excluded)					
<u>DEPARTMENT</u>			<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Fire/Emergency Medical Services	F/T	95	101	104	108	111	111	111	110	110	110	110
	P/T	0	0	0	0	0	0	0	0	1	1	1
Fleet and Equipment	F/T	6	8	8	8	8	7	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0	0
General and Capital Services	F/T	2.5	4.5	6.5	6.5	6.5	6.5	5.5	7	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0	0
Grounds Maintenance	F/T	15	13	16	21	21	20	22	22	24	24	24
	P/T	1	1	1	1	1	1	1	1	1	1	1
Human Resources	F/T	7	8	8	8	8	7	7	7	7	7	7
	P/T	2	1	1	1	1	2	0	0	0	0	0
Information Resources Management	F/T	19	20	20	21	21	21	20	21	21	21	21
	P/T	1	1	1	1	1	0	0	0	0	0	0
Mosquito Control	F/T	1	1	1	1	1	0	0	0	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T	3	3	4	4	4	2	0	0	0	0	0
	P/T	1	1	1	1	1	1	0	0	0	0	0
Parks and Recreation	F/T	43	45	52	56	54	53	48	49	48	48	48
	P/T	36	37	29	29	29	23	16	14	14	14	14
Planning	F/T	16.5	17.5	17.5	19.5	19.5	17.5	12.5	10.5	9.5	9.5	9.5
	P/T	1	2	2	0	0	1	1	1	1	1	1
Police Department	F/T	74	78	87	94	97	98	98	98	98	98	99
	P/T	0	0	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	3	3	4	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	11	11	12	13	13	11	10	9	10	10	10
	P/T	0	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	2	2	3	3	3	3	3	3	3	3
	P/T	2	2	2	2	2	1	1	1	1	1	1
Sheriff	F/T	18	18	18	18	18	18	16	16	16	16	16
	P/T	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Management	F/T	6	6	7	7	7	7	6	6	5	5	5
	P/T	3	3	2	2	2	2	1	1	1	1	1
Stormwater	F/T	0	0	0	9	8.5	6.5	6.5	4	4	4	4
	P/T	0	0	0	0	0	0	0	1	1	1	1
Treasurer	F/T	13	13	13	13	13	13	12	11	12	12	12
	P/T	0	0	0	0	0	0	0	1	1	1	1
Voter Registration and Elections	F/T	3	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1	1
Zoning Enforcement	F/T	0	0	0	0	0	0	0	0	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0	0
Total General Fund	F/T	492.5	512.5	548.5	586.5	584.0	563.0	541.0	541.0	541.0	541.0	542.0
	P/T	70	70	53.0	49.0	49.0	43.0	30.0	31.0	31.0	31.0	31.0

<b>Budgeted Employment Data</b>			<b>All Funds</b>						(Seasonal Workers Excluded)			
<b>DEPARTMENT</b>			<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Colonial Community Corrections	F/T	13	13	13	13	11	11	12	12	11	11	11
	P/T	5	5	5	5	4	4	3	3	3	3	3
Office of Housing and Community Development	F/T	8.5	8.5	9.5	9.5	9.5	8.5	9.5	9.5	9	9	9
	P/T	1	1	0	0	0	1	1	1	1	1	1
JCSA	F/T	81	85	87	88	90	90	86	89	89	89	89
	P/T	1	1	2	2	2	2	2	2	2	2	2
Social Services	F/T	52.5	53.5	53.5	57.5	57.5	52.5	52.5	52.5	52	52	52
	P/T	1	1	1	1	1	1	3	4	4	4	4
Special Projects/Grants	F/T	6	6	4	5	6	5	3	3	3	3	3
	P/T	0	0	0	0	1	1	1	1	2	2	2
Grand Total All Funds		F/T	653.5	678.5	715.5	759.5	758.0	730.0	704.0	707.0	705.0	706.0
		P/T	78.0	78.0	61.0	57.0	57.0	52.0	40.0	42.0	43.0	43.0

A list of Authorized Positions Per Department begins on Page G-4.

\* Staffing of independent agencies is not reflected in this document.

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>General Fund</b>					
Accounting	<u>Full-Time Regular</u>				
	Accountant	1	1	1	1
	Senior Accountant	2	2	2	2
	Director Accounting Division	1	1	1	1
	Accounts Payable Specialist	2	2	2	2
	Payroll Coordinator	1	1	1	1
		7	7	7	7
	<u>Full-Time Limited-Term</u>				
	Supervising Accountant	1	1	1	1
		1	1	1	1
	<u>Part-Time Temporary</u>				
	Intern	600 hrs	600 hrs	1,250 hrs	600 hrs
Animal Control	<u>Full-Time Regular</u>				
	Animal Control Officer	1	1	1	1
	Animal Control Supervisor	1	1	1	1
		2	2	2	2
	<u>Part-Time Regular</u>				
	Animal Control Officer (1,040 hours)	0	1	1	1
	<u>On-Call</u>				
	Animal Control Officer	376 hrs	376 hrs	0 hrs	0 hrs
Board of Supervisors	<u>Full-Time Regular</u>				
	Secretary to the Board	1	1	1	1
Building Safety and Permits	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Building Official Section Chief	2	2	2	2
	Director Building Safety and Permits Division	1	1	1	1
	Commercial/Building Inspector	1	1	1	1
	Inspector I/II/III	4	4	4	4
	Permit Technician	1	1	1	1
	Plans Examiner	1	1	1	1
	Lead Inspector	2	2	2	2
		13	13	13	13
	<u>Part-Time Regular</u>				
	Inspector I/II/III (1,040 hrs)	1	1	1	1
	<u>On-Call</u>				
	Plans Examiner	0 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Clerk of the Circuit Court	<u>Constitutional Officer</u>				
	Clerk of the Circuit Court	1	1	1	1
	<u>Full-Time Other</u>				
	Chief Deputy Clerk I	1	1	1	1
	Deputy Clerk I	6	3	3	3
	Deputy Clerk II	2	5	5	5
	Deputy Clerk III	1	0	0	0
	Deputy Clerk IV	1	2	2	2
		11	11	11	11
	<u>Part-Time Other</u>				
	General Office Clerk (1,456 hrs)	1	1	1	1

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Commissioner of the Revenue	<u>Constitutional Officer</u> Commissioner of the Revenue	1	1	1	1
	<u>Full-Time Regular</u>				
	Business License Inspector	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Chief Deputy Commissioner	1	1	1	1
	Deputy II	2	2	2	2
	Deputy III	3	3	3	3
	Deputy IV	1	1	1	1
	Senior Auditor	1	1	1	1
		10	10	10	10
	<u>On-Call</u>				
	Deputy I	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Commonwealth Attorney	<u>Constitutional Officer</u> Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other</u>				
	Administrative Assistant II	1	1	1	1
	Attorney I	2	2	2	2
	Attorney III	1	1	1	1
	Deputy Commonwealth Attorney	1	1	1	1
	Paralegal	1	1	1	1
	Juvenile Justice Secretary A	1	1	1	1
	Secretary	1	1	1	1
		8	8	8	8
Communications	<u>Full-Time Regular</u>				
	Administrative Services Coordinator*	0.5	0.5	0.5	0.5
	Chief Video Engineer	1	1	1	1
	Civic Engagement Coordinator	1	1	1	1
	Director Communications Division	1	1	1	1
	Communications Specialist	1	1	1	1
	Senior Communications Specialist	1	1	1	1
	Graphic Designer	1	1	1	1
	Video Technician	1	1	1	1
		7.5	7.5	7.5	7.5
* Position shared between County Administration and Communications.					
County Administration	<u>Full-Time Regular</u>				
	Administrative Services Coordinator*	0.5	0.5	0.5	0.5
	Assistant County Administrator	1	1	1	1
	County Administrator	1	1	1	1
		2.5	2.5	2.5	2.5
	<u>On-Call</u>				
	Development Rights Administrator	624 hrs	624 hrs	624 hrs	624 hrs

\* Position shared between County Administration and Communications.

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
County Attorney	<u>Full-Time Regular</u>				
	Assistant County Attorney	1	1	1	1
	County Attorney	1	1	1	1
	Deputy County Attorney	1	1	1	1
	Legal Secretary	1	1	1	1
	Legal Technician	1	1	1	1
		5	5	5	5
	<u>Part-Time Temporary</u>				
	Law Clerk	520 hrs	520 hrs	520 hrs	520 hrs
Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist	1	1	1	1
		2	2	2	2
	<u>Part-Time Regular</u>				
	Custodian (1,040 hrs)	1	1	1	1
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Development Management Assistant*	1.5	1.5	1.5	1.5
	Director Development Management Department	1	1	1	1
		2.5	2.5	2.5	2.5
* One position shared between Development Management and Planning.					
Economic Development	<u>Full-Time Regular</u>				
	Business Development and Retention Coordinator	0	1	1	1
	Economic Development Assistant	1	1	1	1
	Assistant Director Economic Development Division	1	1	1	1
	Director Economic Development Division	1	1	1	1
		3	4	4	4
Emergency Communications	<u>Full-Time Regular</u>				
	Computer Aided Dispatch Administrator	0	1	1	1
	Deputy Director Emergency Communications Division	1	1	1	1
	Director Emergency Communications Division	1	1	1	1
	Emergency Communications Officer I/II/III/IV	20	20	20	20
	Emergency Communications Shift Supervisor	4	3	3	3
		26	26	26	26
Emergency Management	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Administrator Emergency Management Division	1	1	1	1
	Fire Safety Public Educator	0	1	1	1
		2	3	3	3
Engineering and Resource Protection	<u>Full-Time Regular</u>				
	Chief Civil Engineer	1	1	1	1
	Civil Engineer I/II/III	1	2	1	1
	Director Engineering and Resource Protection Division	1	1	1	1
	Engineering Assistant	1	1	1	1
	Inspector I/II/III	5	5	5	5
	Inspector Supervisor	1	1	1	1
	Planner I/II/III	1	1	1	1
	Lead Engineering Assistant	1	1	1	1
		12	13	12	12

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Facilities Maintenance	<b><u>Full-Time Regular</u></b>				
	Custodial Services Coordinator	1	1	1	1
	Custodian	5	5	5	5
	Custodian Lead	1	1	1	1
	Facilities Superintendent	1	1	1	1
	Facilities Specialist	1	1	1	1
	Senior Facilities Specialist	2	2	2	2
	Lead Facilities Specialist	0	0	1	1
	Facilities Technician	1	1	1	1
	Senior Facilities Technician	3	3	3	3
	Lead Facilities Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		17	17	18	18
	<b><u>Part-Time Regular</u></b>				
	Custodian (5,720 hrs)	6	6	5	5
	<b><u>On-Call</u></b>				
	Custodian	2,102 hrs	2,102 hrs	2,102 hrs	2,102 hrs
	Facilities Specialist	<u>1,040</u> hrs	<u>1,040</u> hrs	<u>1,040</u> hrs	<u>1,040</u> hrs
		3,142 hrs	3,142 hrs	3,142 hrs	3,142 hrs
Financial and Management Services (FMS)	<b><u>Full-Time Regular</u></b>				
	Director FMS Department	1	1	1	1
	Assistant Director FMS Department	1	1	1	1
	Senior Administrative Services Coordinator	1	0	0	0
	Senior Budget Analyst	1	1	1	1
	Secretary	1	1	1	1
	Risk Manager	1	1	1	1
	Mail Courier	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		7	6	6	6
	<b><u>On-Call</u></b>				
	Mail Courier	300 hrs	300 hrs	300 hrs	300 hrs
Fire/Emergency Medical Services	<b><u>Full-Time Regular</u></b>				
	Budget Management Specialist	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	EMS Education Program Coordinator	0	1	1	1
	Fire Chief	1	1	1	1
	Fire/Rescue Technician I/II/III/IV	79	79	76	76
	Fire Safety Instructor	1	0	0	0
	Fire/Rescue Captain	18	18	18	18
	Fire/Rescue District Chief	4	4	4	4
	Fire/Rescue Lieutenant	4	3	6	6
	Secretary	1	1	1	1
	Senior Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		111	110	110	110
	<b><u>Part-Time Regular</u></b>				
	Fire Department Employment Coordinator (1,300)	0	0	1	1
	<b><u>On-Call</u></b>				
	Fire/Rescue Technician I	2,916 hrs	2,916 hrs	916 hrs	916 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Fleet and Equipment	<u>Full-Time Regular</u>				
	Automotive Inventory Specialist	1	1	1	1
	Automotive Service Coordinator	1	1	1	1
	Automotive Technician I/II/III	3	3	3	3
	Fleet and Equipment Administrator	1	1	1	1
	Lead Automotive Technician	1	1	1	1
	Small Engine Mechanic	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		8	8	8	8
General and Capital Services	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Capital Projects Coordinator	2	2	2	2
	Civil Engineer I/II/III	0.5	1	1	1
	Environmental Coordinator	0	0	1	1
	Director General and Capital Services Department	1	1	1	1
	Assistant Director General and Capital Services Department	1	1	1	1
	Inspector I/II/III	0	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		5.5	7	8	8
	<u>Part-Time Temporary</u>				
	General Services Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Grounds Maintenance	<u>Full-Time Regular</u>				
	Groundskeeper I/II	17	17	18	18
	Parks and Grounds Superintendent	1	1	1	1
	Lead Groundskeeper	4	4	5	5
		<hr/>	<hr/>	<hr/>	<hr/>
		22	22	24	24
	<u>Part-Time Regular</u>				
	Senior Office Assistant (1,040 hrs)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Groundskeeper I	500 hrs	500 hrs	500 hrs	500 hrs
Human Resources	<u>Full-Time Regular</u>				
	Director Human Resource Department	1	1	1	1
	Human Resource Coordinator	2	2	2	2
	Human Resource Assistant	1	1	1	1
	Senior Human Resource Specialist	1	1	1	1
	Human Resource Specialist I/II	2	2	2	2
		<hr/>	<hr/>	<hr/>	<hr/>
		7	7	7	7
	<u>On-Call</u>				
	Senior Office Assistant	120 hrs	120 hrs	520 hrs	520 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Information Resources Management	<u>Full-Time Regular</u>				
	Director Information Resources Management Division	1	1	1	1
	Information Center Specialist	1	1	1	1
	Information Technology Administrator	1	1	1	1
	Information Technology Specialist	1	1	1	1
	Network Security Engineer	1	1	1	1
	Network System Engineer	1	1	1	1
	Programmer Analyst	2	3	3	3
	Systems Programmer Analyst	1	1	1	1
	Technology Support Technician	2	2	2	2
	Web Developer	1	1	1	1
	Publications Management Supervisor	1	1	1	1
	Publications Specialist	1	1	1	1
	Lead Publications Specialist	1	1	1	1
	Telecommunications Network Specialist	1	1	1	1
	Web Interaction Designer	1	1	1	1
	Records and Imaging Administrator	1	1	1	1
	Records and Imaging Technician	1	1	1	1
	Senior Records and Imaging Technician	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		20	21	21	21
Parks and Recreation	<u>Full-Time Regular</u>				
	Account Clerk	1	0	0	0
	Administrative Services Coordinator	0	0	1	1
	Budget Management Specialist	1	1	1	1
	Chief Park Ranger	0	0	1	1
	Senior Communications Specialist	1	1	1	1
	Community Centers Administrator	1	1	1	1
	Customer Assistant	1	0	0	0
	Information Systems Technician	1	1	1	1
	Lead Park Ranger	1	1	0	0
	Lead Park Attendant	1	1	1	1
	Parks Administrator	1	1	1	1
	Director Parks and Recreation Department	1	1	1	1
	Parks and Recreation Management and Resource Administrator	1	1	1	1
	Recreation Administrator	1	1	1	1
	Operations Coordinator	5	5	4	4
	Parks and Recreation Program Coordinator	9	10	11	11
	Inclusion Coordinator	1	1	1	1
	Secretary	2	2	1	1
	Senior Account Clerk	0	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Senior Customer Assistant	4	4	4	4
	Senior Fitness Trainer	1	1	1	1
	Lead Lifeguard	2	2	2	2
	Senior Park Supervisor	1	1	0	0
	Recreation Site Supervisor	10	10	10	10
	Volunteer and Resource Coordinator	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		49	49	48	48

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
	<b>Part-Time Regular</b>				
	Customer Assistant (4,316 hrs)	6	4	4	4
	Fitness Attendant (2,340 hrs)	2	2	2	2
	Fitness Trainer (2,600 hrs)	2	2	2	2
	Lifeguard (3,120)	2	2	2	2
	Mail Courier (1,560 hrs)	1	1	1	1
	Lead Park Attendant (3,120)	2	2	2	2
	Park Supervisor (1,560 hrs)	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		16	14	14	14
	<b>Part-Time Temporary</b>				
	Bus Driver	1,331 hrs	1,162 hrs	1,259 hrs	1,259 hrs
	Customer Assistant	1,040 hrs	1,943 hrs	2,143 hrs	2,143 hrs
	Fitness Attendant	220 hrs	220 hrs	220 hrs	220 hrs
	Instructor I/II/III	11,224 hrs	9,839 hrs	9,932 hrs	9,932 hrs
	Lifeguard	12,071 hrs	12,071 hrs	11,019 hrs	11,019 hrs
	Park Attendant/Lead Park Attendant	21,628 hrs	20,888 hrs	21,714 hrs	21,714 hrs
	Park Ranger	1,040 hrs	1,040 hrs	1,723 hrs	1,723 hrs
	Park Supervisor	920 hrs	1,560 hrs	0 hrs	0 hrs
	Recreation Leader	29,847 hrs	22,225 hrs	22,225 hrs	22,225 hrs
	Assistant Recreation Supervisor	13,576 hrs	11,434 hrs	11,434 hrs	11,434 hrs
	Therapeutic Recreation Leader	8,745 hrs	10,266 hrs	9,179 hrs	9,179 hrs
	Recreation Program Coordinator (Inclusion)	662 hrs	0 hrs	0 hrs	0 hrs
	Recreation Supervisor	1,654 hrs	472 hrs	472 hrs	472 hrs
			103,958 hrs	93,120 hrs	91,320 hrs
					91,320 hrs
Planning	<b>Full-Time Regular</b>				
	Administrative Services Coordinator	1	1	1	1
	Development Management Assistant*	1.5	0.5	0.5	0.5
	Planner I/II/III	8	7	6	6
	Planning Director	1	1	1	1
	Principal Planner	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		12.5	10.5	9.5	9.5
	<b>Part-Time Regular</b>				
	Principal Planner (1,040 hrs)	1	1	1	1
* Position shared between Development Management and Planning.					
Police Department	<b>Full-Time Regular</b>				
	Deputy Police Chief	1	1	1	1
	Grant Administrator	1	1	1	1
	Police Chief	1	1	1	1
	Police Crime Analyst	1	1	1	1
	Police Lieutenant	6	6	6	6
	Police Major	2	2	2	2
	Police Officer I/II/III/IV	74	74	74	74
	Police Records Clerk	2	2	2	2
	Police Sergeant	7	7	7	7
	Secretary	0	0	0	1
	Senior Administrative Services Coordinator	1	1	1	1
	Senior Police Investigator	2	2	2	2
		<hr/>	<hr/>	<hr/>	<hr/>
		98	98	98	99
	<b>On-Call</b>				
	Police Officer	300 hrs	300 hrs	600 hrs	600 hrs
	Accreditation Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
	Property Control Assistant	1,300 hrs	1,300 hrs	1,300 hrs	1,300 hrs
		<hr/>	<hr/>	<hr/>	<hr/>
		2,640 hrs	2,640 hrs	2,940 hrs	2,940 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Purchasing	<u>Full-Time Regular</u>				
	Director Purchasing Division	1	1	1	1
	Purchasing Assistant	0	1	1	1
	Purchasing Specialist	1	1	1	1
	Senior Purchasing Specialist	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		3	4	4	4
Real Estate Assessments	<u>Full-Time Regular</u>				
	GIS Analyst	0	0	1	1
	GIS Supervisor	1	1	1	1
	Real Estate Appraiser I/II	4	4	4	4
	Director Real Estate Assessments Division	1	1	1	1
	Real Estate Information Specialist	1	1	1	1
	Real Estate Technical Assistant I/II	3	2	2	2
		<hr/>	<hr/>	<hr/>	<hr/>
		10	9	10	10
Satellite Services Office	<u>Full-Time Regular</u>				
	Satellite Services Administrator	1	1	1	1
	Satellite Services Assistant	1	1	1	1
	Lead Satellite Services Assistant	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		3	3	3	3
	<u>Part-Time Regular</u>				
	Satellite Services Assistant (1,560 hours)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Satellite Services Assistant	0 hrs	0 hrs	200 hrs	200 hrs
Sheriff	<u>Constitutional Officer</u>				
	Sheriff	1	1	1	1
	<u>Full-Time Other</u>				
	Administrative Staff Specialist	1	1	1	1
	Deputy Sheriff 7/8	8	8	8	8
	Deputy Sheriff 9	3	3	3	3
	Master Deputy Sheriff 9	2	2	2	2
	Master Deputy Sheriff 12	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		15	15	15	15
	<u>On-Call</u>				
	Deputy Sheriff 7/8	4,160 hrs	4,160 hrs	4,410 hrs	4,410 hrs
Solid Waste Management	<u>Full-Time Regular</u>				
	Convenience Center Attendant	1	1	1	1
	Senior Convenience Center Attendant	2	2	2	2
	Environmental Coordinator	1	1	0	0
	Solid Waste Assistant	1	1	1	1
	Solid Waste Superintendent	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		6	6	5	5
	<u>Part-Time Regular</u>				
	Convenience Center Attendant (1,040)	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		1	1	1	1
	<u>On-Call</u>				
	Convenience Center Attendant	1,618 hrs	1,618 hrs	1,618 hrs	1,618 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Stormwater	<u>Full-Time Regular</u>				
	Director Stormwater Division	1	1	1	1
	Civil Engineer I/II/III	1.5	0	0	0
	Inspector I/II/III	2	1	1	1
	Stormwater Assistant	1	0	0	0
	Stormwater Specialist	1	1	1	1
	GIS Technician	0	1	1	1
		6.5	4	4	4
	<u>Part-Time Regular</u>				
	Water Monitoring Coordinator (1,040 hours)	0	1	1	1
Treasurer	<u>Constitutional Officer</u>				
	Treasurer	1	1	1	1
	<u>Full-Time Regular</u>				
	Accounting Technician	4	4	4	4
	Assistant Treasurer	1	1	1	1
	Business Tax Field Representative	1	0	0	0
	Business Tax Specialist	1	1	2	2
	Customer Service Representative	2	1	1	1
	Senior Accounting Technician	1	1	1	1
	Lead Customer Service Representative	1	1	1	1
	Senior Accountant	0	1	1	1
		11	10	11	11
	<u>Part-Time Regular</u>				
	Business Tax Field Representative (1,664 hours)	0	1	1	1
	<u>On-Call</u>				
	Customer Service Representative	1,040 hrs	1,200 hrs	1,200 hrs	1,200 hrs
Voter Registration and Elections	<u>Full-Time Other</u>				
	General Registrar	1	1	1	1
	<u>Full-Time Regular</u>				
	Senior Assistant General Registrar	2	2	2	2
	<u>Part-Time Regular</u>				
	Assistant General Registrar (1,352)	1	1	1	1
	<u>On-Call</u>				
	Assistant Election Equipment Technician	168 hrs	168 hrs	168 hrs	168 hrs
	Assistant General Registrar	1,000 hrs	1,000 hrs	1,368 hrs	1,000 hrs
	Lead Election Equipment Technician	52 hrs	52 hrs	52 hrs	52 hrs
		1,220 hrs	1,220 hrs	1,588 hrs	1,220 hrs
Zoning Enforcement	<u>Full-Time Regular</u>				
	Zoning Administrator	1	1	1	1
	Zoning Officer I/II	1	2	2	2
	Proffer Administrator	1	1	1	1
		3	4	4	4

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>Other Funds</b>					
Colonial Community Corrections					
<b>Full-Time Other</b>					
Administrative Services Coordinator	1	1	1	1	
Pretrial Officer	3	3	3	3	
Probation Officer	6	6	5	5	
Agency Director	1	1	1	1	
Secretary	1	1	1	1	
	12	12	11	11	
<b>Part-Time Other</b>					
Case Coordinator (1,040 hours)	1	1	1	1	
Criminal Justice Planner (1,040 hours)	1	1	1	1	
Probation Officer (1,248 hours)	1	1	1	1	
	3	3	3	3	
<b>Part-Time Temporary</b>					
Probation/Pretrial Officer Assistant	780 hrs	780 hrs	780 hrs	780 hrs	
Transitional Services Jail Liaison	832 hrs	917 hrs	917 hrs	917 hrs	
	1,612 hrs	1,697 hrs	1,697 hrs	1,697 hrs	
Office of Housing and Community Development					
<b>Full-Time Regular</b>					
Administrator Housing and Community Development	1	1	1	1	
Housing Planner	1	1	0	0	
Assistant Administrator Housing and Community Development	0	0	1	1	
Housing Project Coordinator	1	1	1	1	
Housing Program Coordinator	1	1	0	0	
Senior Housing Specialist	0	0	1	1	
Housing Specialist	1	1	1	1	
	5	5	5	5	
<b>Full-Time Limited-Term</b>					
Social Worker	0.5	0.5	0	0	
Senior Housing Specialist	0	0	1	1	
Housing Specialist	2	2	2	2	
Housing Assistant	1	1	1	1	
Building and Conservation Coordinator	1	1	0	0	
	4.5	4.5	4	4	
<b>Part-Time Regular</b>					
Housing Inspector (1,040 hours)	1	1	1	1	
James City Service Authority					
<b>Full-Time Regular</b>					
Assistant General Manager	1	1	1	1	
Automotive Technician I/II/III	1	1	1	1	
Senior Purchasing Specialist	1	1	1	1	
Chief Civil Engineer	2	2	2	2	
Civil Engineer I/II/III	3	3	3	3	
Civil Engineer Senior	0	0	0	0	
Engineering Specialist	1	1	1	1	
General Manager	1	1	1	1	
GIS Analyst	1	1	1	1	
GIS Technician	1	1	1	1	
Industrial Electrician	4	4	3	3	
SCADA Programmer/Electrician	0	0	1	1	
Inspector I/II/III	3	3	3	3	

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Maintenance Mechanic	1	1	1	1
Plant Supervisor	1	1	1	1
Secretary	1	2	2	2
Senior Utility Locator	1	1	1	1
Utility Account Representative	6	6	6	6
Senior Utility Account Representative	1	1	1	1
Utility Account Supervisor	1	1	1	1
Utility Analyst	1	1	1	1
Utility Operations Administrator	1	1	1	1
Utility Operations Assistant/Specialist I/II	23	23	23	23
Utility Operations Crew Leader	4	4	4	4
Utility Operations Foreman	5	5	5	5
Utility Operations Superintendent	5	5	5	5
Utility Operations Technician	12	13	13	13
Utility Systems Analyst	1	1	1	1
Utility Systems Inspection Coordinator	0	1	1	1
Utility Systems Technician	1	1	1	1
Warehouse Specialist	1	1	1	1
Warehouse Supervisor	1	1	1	1
	86	89	89	89
<u>Part-Time Regular</u>				
Utility Locator (2,080 hours)	2	2	2	2
<u>Part-Time Temporary</u>				
Secretary	1,560 hrs	1,560 hrs	1,560 hrs	0 hrs
Social Services				
<u>Full-Time Regular</u>				
Accounting Technician	1	1	1	1
Accounts Payable Specialist	1	1	1	1
Administrative Services Coordinator	1	1	1	1
Assistant Director Community Services Department	1	1	1	1
Budget Management Specialist	1	1	1	1
Deputy Director Social Services Division	1	1	1	1
Eligibility Chief	1	1	1	1
Eligibility Supervisor	2	2	2	2
Eligibility Worker	6	7	7	7
Information Systems Technician	1	1	1	1
Director Community Services Department/ Social Services				
Division	1	1	1	1
Secretary	1	1	1	1
Senior Administrative Services Coordinator	1	1	1	1
Senior Eligibility Worker	5	5	5	5
Senior Office Assistant	3	3	3	3
Senior Social Worker	3	2	1	1
Social Work Assistant	4	4	4	4
Social Work Supervisor	3	3	3	3
Social Worker	2	2	2	2
Social Worker I/II	12	12	13	13
	51	51	51	51
<u>Full-Time Limited-Term</u>				
Social Worker	0.5	0.5	0	0
Social Worker I/II	1	1	1	1
	1.5	1.5	1	1

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>Part-Time Regular</b>				
Social Work Assistant (832 hours)	1	1	1	1
Eligibility Worker (2,080 hours)	0	2	2	2
Senior Eligibility Worker (1,040 hours)	1	1	1	1
Senior Office Assistant (1,300 hours)	1	0	0	0
	3	4	4	4
<b>Part-Time Temporary</b>				
Senior Eligibility Worker	1,404 hrs	1,404 hrs	0 hrs	0 hrs
<b>On-Call</b>				
Social Worker II	2,080 hrs	2,080 hrs	0 hrs	0 hrs
Special Projects/Grants				
<b>Full-Time Limited-Term</b>				
Victim Assistance Director	1	1	1	1
Victim Assistance Assistant Director	1	1	1	1
Victim Advocate	1	1	1	1
	3	3	3	3
<b>Part-Time Limited-Term</b>				
Attorney I (1,040 hours)	1	1	1	1
Emergency Management Planner (1,040 hours)	0	0	1	1
	1	1	2	2

**Reconciliation of General Fund Appropriations for FY2012  
As Shown in FY2013 Budget**

	<u>Revenues</u>	<u>Expenditures</u>
FY2012 Appropriations, As Adopted, April 2011	\$164,000,000	\$164,000,000
Appropriation adjustments during the year:		
Appropriation of Fund Balance for one-time employee bonuses	567,964	567,964
Increase in Revenues and Expenditures	5,000	5,000
Restate Revenues and Expenditures for comparison purposes between General Fund and Tourism Investment Fund	<u>(700,000)</u>	<u>(700,000)</u>
Total adjustments to date	(\$127,036)	(\$127,036)
FY2012 Appropriations, As Shown in FY2013 Budget Document	<u>\$163,872,964</u>	<u>\$163,872,964</u>

## General Fund Revenues by Source (In Percent)

Fiscal Year	General Property Taxes	Other Local Taxes	Licenses, Permits, Fees	Fines and Forfeitures	Use of Money and Property	Charges for Current Services	Inter-Government	Miscellaneous	Total
2005	59.4	14.5	6.2	0.2	0.5	2.8	16.3	0.1	100.00
2006	60.1	14.4	6.3	0.2	0.7	2.6	15.5	0.2	100.00
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.00
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.00
2009	65.0	11.5	4.5	0.2	0.6	3.0	14.9	0.3	100.00
2010	65.9	11.2	4.1	0.2	0.3	3.0	15.1	0.2	100.00
2011	65.6	11.5	4.3	0.2	0.2	2.9	15.1	0.2	100.00
2012 (Est.)	66.4	11.1	4.2	0.2	0.2	2.8	15.0	0.1	100.00
2013 (Est.)	65.3	11.5	4.4	0.2	0.1	3.1	15.3	0.1	100.00
2014 (Est.)	65.3	11.5	4.4	0.2	0.1	3.1	15.3	0.1	100.00

### General Fund Revenue By Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter-Governmental</u>	<u>Misc.</u>	<u>Total</u>
2005	73,731,983	17,955,400	7,746,142	301,204	574,902	3,501,772	20,235,995	150,352	124,197,750
2006	85,279,502	20,366,681	8,877,130	290,714	1,037,588	3,741,033	21,959,975	374,014	141,926,637
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009	107,015,723	18,869,282	7,420,591	348,846	902,103	4,979,557	24,546,555	471,427	164,554,084
2010	107,695,813	18,355,067	6,672,136	296,866	479,461	4,857,836	24,712,096	250,675	163,319,950
2011	108,564,306	19,100,086	7,055,618	334,633	283,769	4,861,478	25,057,051	232,827	165,489,768
2012 (Est)	111,099,070	18,530,000	7,062,500	275,000	280,000	4,675,711	25,083,188	130,000	167,135,469
2013 (Est)	108,120,000	19,050,000	7,245,000	300,000	185,000	5,080,000	25,520,000	130,000	165,630,000
2014 (Est)	109,645,000	19,250,000	7,413,000	300,000	185,000	5,150,000	25,857,000	130,000	167,930,000

**Ratio of Annual Debt Service Expenditures  
For General Bonded Debt To Total General Expenditures**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Expenditures*</u>	<u>Ratio of Debt Service to General Expenditures</u>
2005	6,411,051	4,275,082	10,686,133	154,634,945	.0691
2006	7,215,460	5,962,561	13,178,021	171,917,860	.0767
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009	14,363,935	10,625,010	24,988,945	208,510,363	.1198
2010	15,077,900	10,147,353	25,225,253	198,552,653	.1270
2011	14,830,524	9,853,465	24,683,989	198,893,176	.1241
2012 (Est)	14,837,955	9,365,225	24,203,180	197,083,064	.1228
2013 (Est)	15,590,305	9,558,429	25,148,734	201,542,382	.1248
2014 (Est)	16,667,326	8,785,640	25,452,966	205,671,085	.1238

\* Includes General and Other Fund Expenditures and the County percentage of School Board Expenditures.

Source: Figures for FY2005-FY2011 are obtained from Table 11-A in the James City County Comprehensive Annual Financial Report, June 30, 2011. FY2012-FY2014 figures are estimates based on Debt Service Budget and estimated totals for General and Other Fund Expenditures and percentage of School Board Expenditures.

**Ratio of Net General Bonded Debt To  
Assessed Value and Net Bonded Debt Per Capita**

Fiscal Year	Population	Assessed Valuation	Gross Bonded Debt	Debt Service Monies Available	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Valuation	Net Bonded Debt per Capita
2005	56,463	7,489,353,710	109,465,708	10,686,133	98,779,575	.0132	1,749
2006	58,893	9,049,255,396	106,091,269	13,178,021	92,913,248	.0103	1,578
2007	60,867	10,704,264,557	126,590,560	24,346,226	102,244,334	.0096	1,680
2008	61,195	11,610,152,643	118,369,735	25,499,192	92,870,543	.0080	1,518
2009	63,135	11,941,060,226	109,974,105	24,988,945	84,985,160	.0071	1,346
2010	63,675	12,092,979,169	101,414,765	25,225,253	76,189,512	.0063	1,197
2011	67,101	12,152,483,497	93,283,624	24,683,989	68,599,635	.0056	1,022
2012 (Est)	71,161	12,321,807,900	89,654,570	24,203,180	65,451,390	.0053	920
2013 (Est)	73,524	11,896,086,016	98,687,315	25,148,734	73,538,581	.0062	1,000
2014 (Est)	75,965	12,022,086,016	87,898,905	25,452,966	62,445,939	.0052	822

Counties in the Commonwealth of Virginia are not subject to a legal debt limitation based on a percentage of total assessed value of real estate.

FY2005-FY2011 information displayed as reported in Table 11 of the James City County Comprehensive Annual Financial Report, June 30, 2011. FY2012-FY2014 estimates are based on estimated Total Assessed Valuation and estimated Gross Bonded Debt and Debt Service Monies Available in the Debt Service budget. FY2012-FY2014 population estimates obtained from the James City County Planning Division

## **Property Tax Rates Per \$100 of Assessed Value**

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<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2005	0.825	4.00
2006	0.785	4.00
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00
2011	0.77	4.00
2012	0.77	4.00
2013	0.77	4.00
2014	0.77	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value			Total Assessed Value	Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service*			
2005	6,695,142,900	639,376,935	154,833,875	7,489,353,710	100.00	**
2006	8,189,928,900	693,850,170	165,476,326	9,049,255,396	100.00	**
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009	11,005,655,000	750,654,235	184,750,991	11,941,060,226	100.00	**
2010	11,155,493,300	741,196,285	196,289,584	12,092,979,169	100.00	**
2011	11,172,929,700	768,751,597	210,802,200	12,152,483,497	100.00	**
2012 (Est)	11,316,807,900	785,000,000	220,000,000	12,321,807,900	100.00	**
2013 (Est)	10,876,086,016	800,000,000	220,000,000	11,896,086,016	100.00	**
2014 (Est)	10,972,086,016	820,000,000	230,000,000	12,022,086,016	100.00	**

\*\* Personal Property assessed as follows: Mobile Homes at 100 percent of Estimated Actual Value; Machinery and Tools at 25 percent of capitalized cost; Vehicles at 100 percent.

Source: Real Estate Assessments and Commissioner of the Revenue, James City County.

\*Real Property and Public Service figure for 2012 is actual, all other figures for FY2012-FY2014 are estimates.

## List of Principal Property Taxpayers

	<u>Name</u>	FY2011 Property Taxes Assessed	Percent of County Total
1.	Anheuser-Busch, Inc.	\$ 4,839,587	4.09%
2.	Wal-Mart, Inc.	1,156,567	0.98%
3.	Seaworld Parks, LLC	1,120,837	0.95%
4.	Powhatan Plantation Owners Association	980,194	0.83%
5.	Virginia Electric & Power Company	799,797	0.68%
6.	Busch Properties, Inc.	778,416	0.66%
7.	Williamsburg Landing, Inc.	737,636	0.62%
8.	Ball Metal Container	675,043	0.57%
9.	Williamsburg Plantation Owner Association	654,724	0.55%
10.	Williamsburg Outlets, LLC	588,051	0.50%
<b>Totals</b>		<b>\$12,330,852</b>	<b>10.43%</b>

Source: James City County Comprehensive Annual Financial Report, June 30, 2011, Table 7.

## Households and Population

Fiscal Year	Total Population <sup>1</sup>	Institutional Population <sup>2</sup>	Total Household Population <sup>3</sup>	Number of Households <sup>4</sup>	Persons per Household <sup>5</sup>
2005	57,542	839	56,703	22,974	2.47
2006	59,635	902	58,733	23,478	2.50
2007	61,495	962	60,533	26,507	2.28
2008	62,631	900	61,731	27,217	2.27
2009	63,696	834	62,862	27,567	2.28
2010 (Census)	67,009	1,100	65,909	26,860	2.45
2011 (Est)	68,874	899	67,975	27,745	2.45
2012 (Est)	71,161	899	70,262	28,678	2.45
2013 (Est)	73,524	899	72,625	29,643	2.45
2014 (Est)	75,965	899	75,066	30,639	2.45

<sup>1</sup> 2005-2009 and 2011 Population Estimates are from the Weldon Cooper Center for Public Service at the University of Virginia. 2010 figure is from the US Census. Estimates for 2012-2014 are based on the average annual 3.32 percent change from 2001 to 2011.

<sup>2</sup> Institutional Population figures for 2005-2014 include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Juvenile Detention Center. 2005-2010 figures are reported from Calendar Year, Quarter 2, Population Estimates provided by the JCC Planning Division. 2010 figures include both institutional and noninstitutional population grouped together as "Group Quarter Population". 2011-2014 estimates are based on the average Institutional Population from 2003-2010.

<sup>3</sup> Total Household Population represents Total Population minus Institutional Population.

<sup>4</sup> Number of Households figures from 2005-2009 were provided by the JCC Planning Division utilizing Certificate of Occupancy data from JCC Code Compliance Division. The 2010 figure was provided by the US Census and represents *occupied* dwelling units (total units multiplied by vacancy rate of .0985, as determined by 2010 Census). 2011-2014 estimates are calculated by dividing Total Household Population by Persons per Household.

<sup>5</sup> 2005-2010 Persons per Household represents Total Household Population divided by Number of Households. 2011-2014 estimates are based on the 2010 household size carried forward.